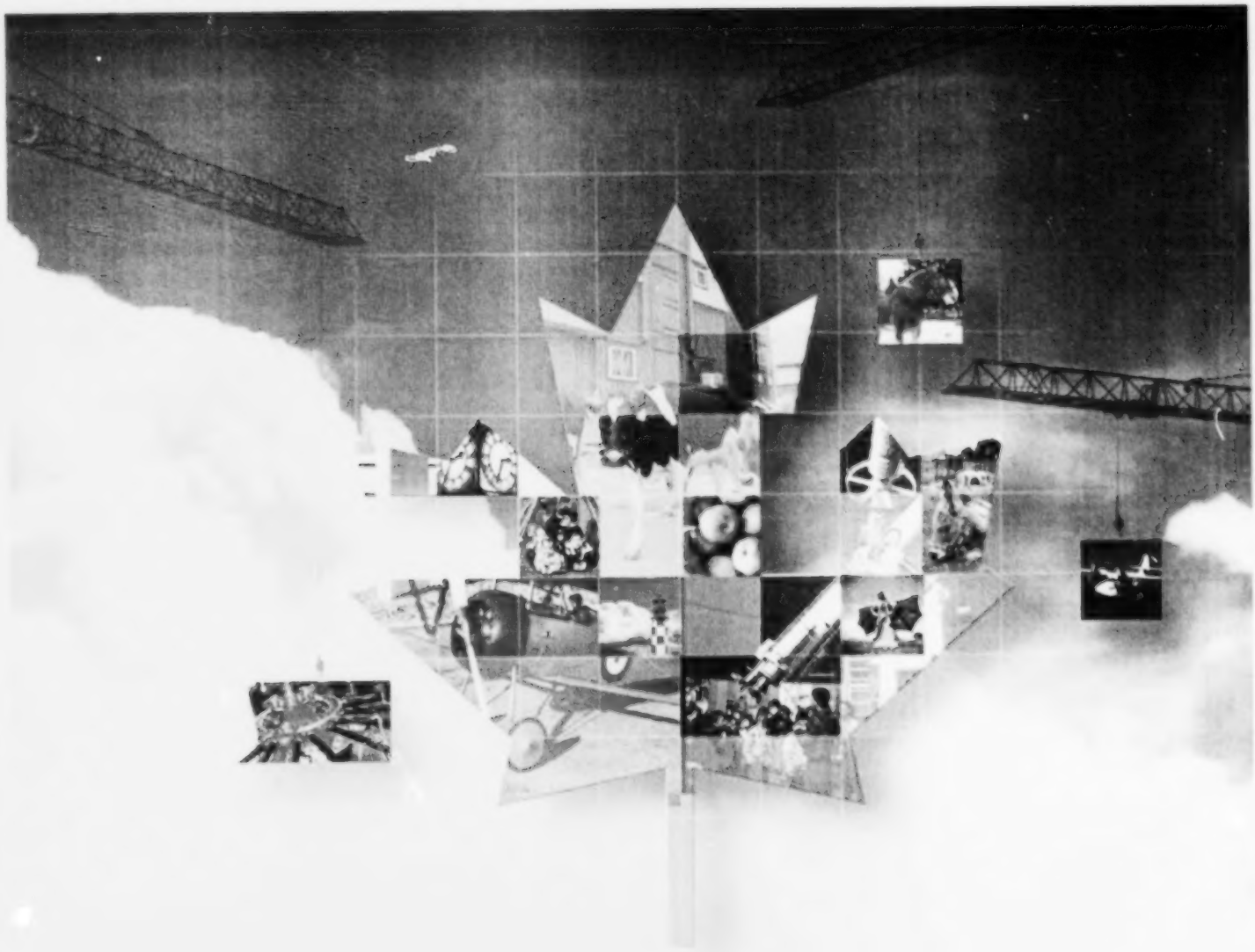
ANNUAL REPORT 2008 | 2009

Building for the Future



Canada Science and Technology Museum Corporation

Canada Agriculture Museum
Canada Aviation Museum
Canada Science and Technology Museum

Canada

MANDATE

The Canada Science and Technology Museum Corporation — formerly the National Museum of Science and Technology — was established as an autonomous Crown Corporation on July 1, 1990, with passage of the *Museums Act*.

As stated in the *Act*, the mandate of the Corporation is:

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships to society.

The Corporation is responsible for developing and managing a representative collection of scientific and technological artifacts and materials. The collection focuses on seven major subject areas:

- Aviation
- Communications
- Manufacturing
- Natural Resources
- Physical Sciences and Medicine
- Renewable Resources, including Agriculture
- Transportation

Mission

To discover and share knowledge about Canada's scientific and technological heritage, in order to increase an understanding and appreciation of the role that science and technology have played, and continue to play, in the transformation of Canada.

Vision

We will be a nationally recognized leader in engaging Canadians in the exploration of their rich scientific and technological culture, through our exceptional collections, innovative programs, collaborative approaches and professionalism.

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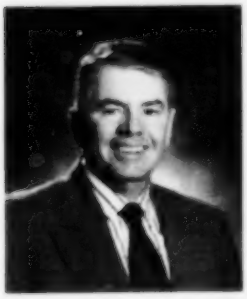
Message from the Chair



On behalf of the Board of Trustees of the Canada Science and Technology Museum Corporation, I am pleased to present this year's Annual Report, detailing the Corporation's achievements for the 2008–2009 fiscal year.

Over the past year, the Corporation's primary focus has been on strengthening its position as a national leader in the preservation and promotion of Canada's scientific and technological heritage. One of the year's top priorities was advancing the brief for a new Canada Science and Technology Museum facility. Development of a Concept Master Plan was started in Fall 2008, and is expected to be completed in late Spring 2009. The Plan will reflect our vision for a new Museum, and will include key visuals and information on the proposed building and its setting. The Plan is a fundamental component in communicating our vision for the new Museum to our stakeholders, and in promoting the project to the private sector. We have already approached a number of private-sector companies to gauge their interest in this important national project, and their response has been highly positive. A fully developed sponsorship approach will be undertaken in collaboration with the new CSTMC Foundation in late 2009.

This was also a year of significant success in the Corporation's outreach efforts. Approximately 1.2 million people experienced CSTMC travelling exhibitions, as well as offsite demonstrations and presentations. Some 1.9 million individuals viewed artifacts on loan at other institutions, and our websites were accessed more than 3 million times, as people around the world explored the knowledge and resources of the three CSTMC museums via the Internet. Our curatorial staff and senior management also shared their expertise through various publications and presentations at conferences worldwide.

Other highlights in this year's long list of achievements include the new exhibition at the Canadian Aviation Museum, **Canadian Wings: A Remarkable Century of Flight**, which was launched by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, on February 23, 2009. This exhibition features the inspiring story of aviation in Canada since the flight of the *Silver Dart* on February 23, 1909. In preparation for this exhibition, as well as celebrations for this important centenary, more than 75% of the Aviation Museum's collection was moved and rearranged — a monumental feat.

The past year also included the launch of a centennial celebration for Yousuf Karsh. Canada's most famous photographer and one of the most influential portrait artists of the twentieth century. This celebration — a collaboration between the Canada Science and Technology Museum and the Portrait Gallery of Canada — kicked off with the Web module *My Karsh*, which offered Canadians an opportunity to publicly share their own Karsh photographs and stories. Some of these will be included in the major exhibition, **Karsh the Storyteller**, which opens at the Canada Science and Technology Museum on June 12, 2009.

In 2008, the Canada Agriculture Museum showcased its importance as a leading international museum, when it hosted the annual meeting and conference of the Association for Living History, Farm and Agricultural Museums (ALHFAM). This high-profile event attracted museum professionals from across North America and around the world.

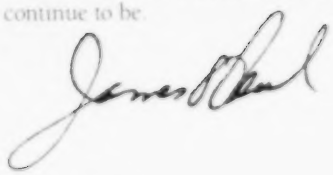
In December, it was my pleasure to welcome Ms. Denise Amyot of Ottawa as the Corporation's new President and Chief Executive Officer. Ms. Amyot's considerable talents are certain to benefit all of our activities, particularly the new Canada Science and Technology Museum facility project. We look forward to working with Ms. Amyot in our pursuit of this important objective.

Ms. Amyot succeeds Christopher Terry, who retired from that position in June 2008 following a long and dedicated career with the Corporation. His high level of expertise and exceptional leadership were of enormous benefit to us, and we wish him well in his retirement.

We also look forward to the continued contribution of Mr. Fernand Proulx, who served as the Corporation's interim President and CEO during the search for a new CEO. We are grateful for his efforts, and are very pleased that he will continue to work with us in his role as Chief Operating Officer.

Finally, I would like to acknowledge the contributions made by departing Board member Karn Manhas of Port Coquitlam, British Columbia, who served the Board admirably during his tenure. In addition, two new members joined the Board of Trustees during the year: Frédéric Dupré of St-Augustin-de-Desmaures, Quebec and Amiee Chan of Richmond, British Columbia. Each brings valuable skills and experience that will serve the Board well in its ongoing work.

In closing, I wish to express my appreciation to my fellow Board members, to management and staff, to our supporters, and to all of our volunteers for their contribution, dedication, and hard work in making our Museums the wonderful destinations they continue to be.



James S. Paul
Chairman, Board of Trustees

Message from the President and CEO

Since becoming President and CEO of the Canada Science and Technology Museum Corporation (CSTMC) in January 2009, I have been impressed by the many ways in which our staff create excitement among visitors, as well as their effective management of our science and technology exhibitions and rich Collection. I am also deeply appreciative of their continued enthusiasm and innovation, and the ingenuity with which they have been able to stretch our limited financial resources.

We have titled this year's Annual Report "Building for the Future", in part because our top priority in 2008–2009 has been establishing a foundation for expansion of the CSTMC's national presence, while also enhancing our facilities and strengthening our capacity for revenue generation.

All three CSTMC Museums aim to enrich the visitor experience with a unique and comprehensive Collection of artifacts, accessible exhibitions and programs, and expanded outreach. Throughout the past year, we worked on various outreach initiatives, enabling us to share our Collection and knowledge with 5.7 million people across the country. We also hosted a healthy 625,000 visitors at our three museum sites, thereby engaging a total of 6.325 million Canadians in 2008–2009.

Our strategies include the development and delivery of travelling exhibitions, artifact loans, educational kits, online learning resources, national event partnerships, and the use of social media. I am particularly proud of the following accomplishments in 2008–2009:

- 417 artifact loans to 59 venues in eight provinces and two territories, making the CSTMC Collection accessible to more Canadians.
- Our touring exhibition on forestry, **Beyond the Trees (Entre les branches)**, will have entertained and educated an estimated 700,000 visitors across Quebec by the end of its current run.
- Our major aviation exhibition, **Canadian Wings: A Remarkable Century of Flight**, was launched this year, celebrating 100 years of powered flight in Canada.
- Our travelling exhibition, **Food for Health**, increased its national impact in cities across western Canada, and received numerous requests for it to travel to other parts of the country.
- Travelling exhibitions from British Columbia and Atlantic Canada were hosted at our museums, bringing a range of Canadian stories and achievements to the National Capital.
- Our websites received close to 3 million visits, an increase of 18% over the previous year.

We also invested time and resources in 2008–2009 to develop promising revenue-generation strategies, such as the establishment of the CSTMC Foundation. Collaborative approaches and partnerships with various stakeholders also continue to be a priority.

Since January 2009, the Corporation has been increasing synergies among its three Museums, in order to create a more extensive and cohesive museum complex. This leveraging of our Collection from the different museums helps to present a more

comprehensive context for visitors, enabling us to reach a wider range of audiences and stakeholders.

Building for the future has also meant enhancing our facilities. At the Canada Science and Technology Museum, we worked on a Concept Master Plan for a new museum. The Plan considers factors such as intended audiences and users, national outreach activities, preliminary exhibition framework and architectural characteristics. This activity has become particularly crucial for an institution that is the only comprehensive science and technology museum in the country, but which can currently display only 1.9 per cent of the Collection at any given time. As of this writing, the Museum has occupied "temporary" quarters in a former bakery distribution warehouse for the past 42 years.

At the Canada Aviation Museum, a $7-million renovation is currently underway, thanks to infrastructure funding and support from the Government of Canada. This work will take place during the 2009–2010 fiscal year, and will include a new reception area, distance-learning classrooms, expanded retail space and a 250-seat auditorium.

Funding was also secured to improve facilities at the Canada Agriculture Museum building, in the amount of $4.6 million over five years. These funds will be used to provide visitor amenities, including visitor reception and retail areas. More particularly, this funding also enables us to refit recently vacated space at the Central Experimental Farm, in order to accommodate more school groups and exhibitions, allowing the Museum to remain open year-round.

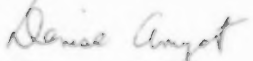
All of these facility enhancements will allow us to expand the visitor experience while also generating additional revenue. In addition, creation of the new CSTMC Foundation should help us to secure desperately needed sources of funding, in order to further increase our outreach efforts, as well as the range of exhibitions, programs and services we provide to Canadians.

In all of these endeavours, I am pleased to say, the Corporation has been ably assisted by its Board of Trustees, and is strongly supported through the commitment and dedication of its staff, volunteers and donors.

The Corporation's three museums support the federal government's National Science and Technology Strategy, and the Corporation is in a unique position to:

- build a culture of science and technology;
- present Canadian achievements in science and technology;
- inspire younger generations to explore careers in science and technology;
- demonstrate how these accomplishments have contributed, and will continue to contribute, to the building of our country and our economic growth; and
- support a knowledge-based economy.

In the current economic climate, science and technology are more important than ever. The science and technology sector currently represents 35 per cent of jobs in Canada, and has been the fastest growing sector of employment over the past ten years. In practical terms, this means that our three Museums are continuing to raise the bar in the practice and understanding of science and technology in Canada, thereby contributing to the Canadian economy and helping to secure Canada's pre-eminent place among the world's scientific nations.



Denise Amyot
President and Chief Executive Officer

The Canada Science and Technology Museum Corporation Overview

The role of the Canada Science and Technology Museum Corporation (CSTMC) is to preserve and protect Canada's scientific and technological heritage, to promote and share knowledge of that heritage, and to showcase Canadian accomplishments to the world. As such, the CSTMC helps its onsite and offsite visitors understand the ongoing synergies between science, technology, society and the economy.

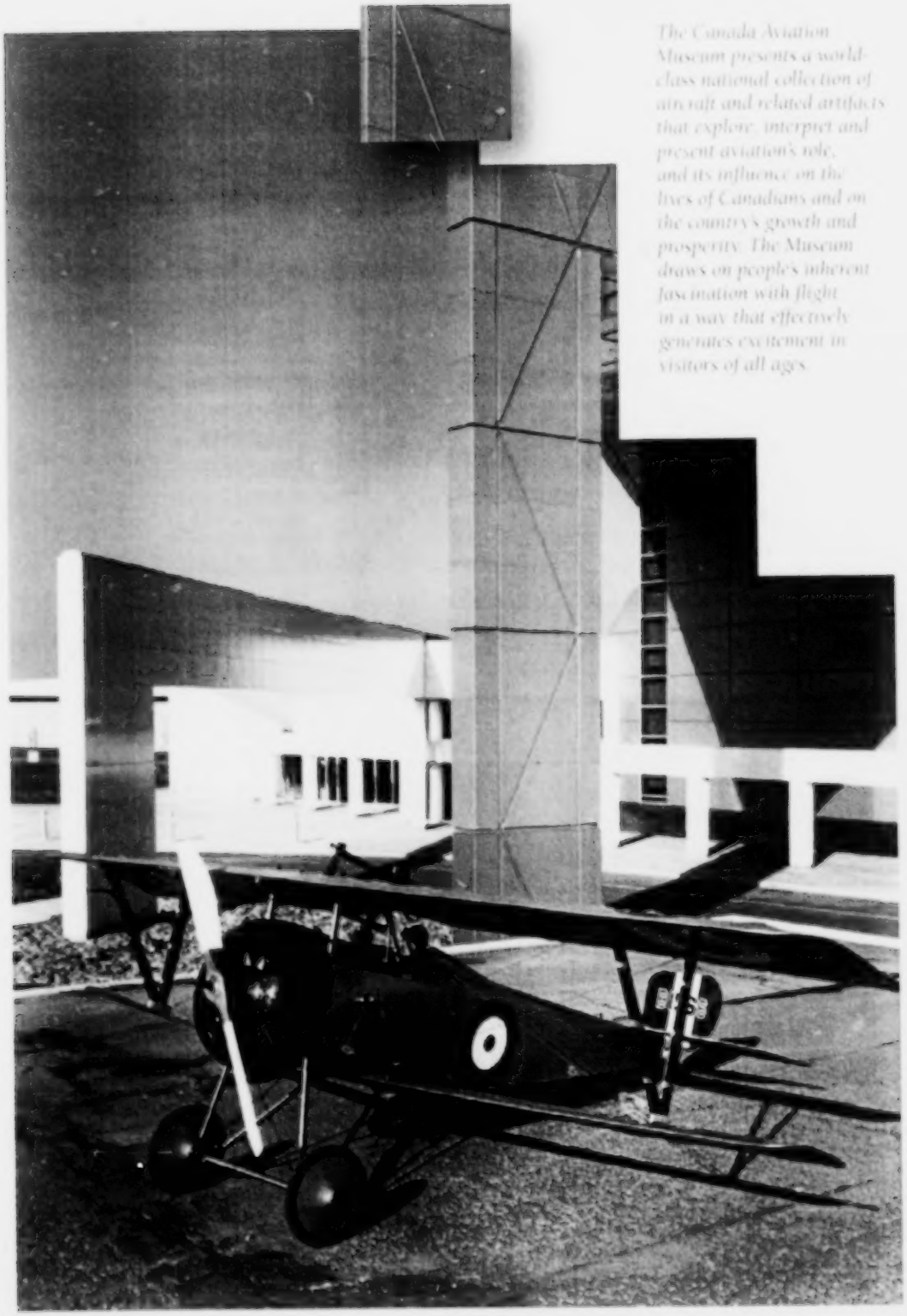
The Corporation carries out its mandated activities in a network of buildings located at three sites in the National Capital Region. The Canada Agriculture Museum is located in the south-central part of Ottawa, on the Central Experimental Farm. The Canada Aviation Museum is located in the north. The Canada Museum of Science and Technology, and the Corporation's administrative offices, are located in Ottawa's eastern end. Together, these sites provide space for exhibitions and public programming, artifact storage and administrative offices.

Canada Agriculture Museum (CAgM)

The Canada Agriculture Museum is a recognized leader in educating Canadians about agricultural science and technology. It is an authoritative, accessible source on the historical development of agriculture in Canada, as well as current agricultural science and technology.

The Canada Agriculture Museum is situated in the heart of the Nation's Capital, nestled within the unique landscape of the historical Central Experimental Farm. The Central Experimental Farm makes Ottawa the only capital in the world with a demonstration farm just minutes away from the heart of downtown. The Canada Agricultural Museum showcases Canada's unique agricultural heritage, as well as a popular collection of livestock, including dairy cattle, beef cattle, horses and small animals. Young families, as well as Canadian and international tourists, have been exploring the sights and sounds of typical farm life at the Museum for 25 years.

The Museum enjoys a solid reputation as an authority on Canada's agricultural history and technology, and its story is one of growth, built on a series of highly successful exhibitions and



The Canada Aviation Museum presents a world-class national collection of aircraft and related artifacts that explore, interpret and present aviation's role, and its influence on the lives of Canadians and on the country's growth and prosperity. The Museum draws on people's inherent fascination with flight in a way that effectively generates excitement in visitors of all ages.

partnerships. The Museum showcases how the science and technology of agricultural practice have transformed the lives of Canadians, while also demonstrating the processes by which Canadians obtain essentials such as food, fibres, and other agricultural derivatives. By catering primarily to young families and school-age children, it offers exclusive learning opportunities and enjoyable experiences that make for lasting memories.

Canada Aviation Museum (CAvM)

Canada's aviation heritage is rich, infinitely varied and filled with dynamic characters who have had a profound impact on the wider world. The Canada Aviation Museum recounts Canada's aviation history, demonstrating in an innovative and compelling way how aviation has contributed to the development of this country. The storyline continues to evolve to the present day, due in large part to Canada's extraordinary technological advancements over the past 100 years.

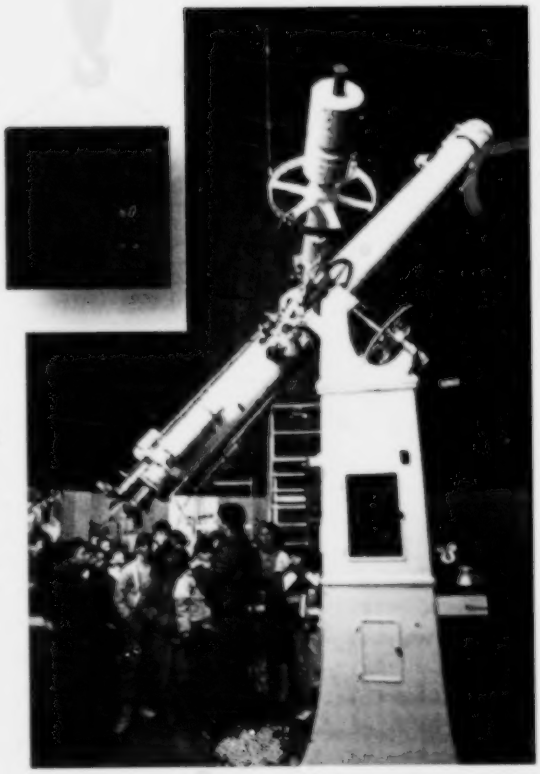
Today, Canada's aerospace manufacturing and services sector is the fourth largest aerospace industry in the world, and represents approximately half a million jobs.

Canada Science and Technology Museum (CSTM)

Canada's scientific and technological heritage illustrates this country's ingenuity, vision and courage, and offers a wide spectrum of fascinating discoveries. Boasting the finest and most comprehensive collection of scientific and technological artifacts in Canada, the CSTM has become a landmark in the public imagination, with innovative permanent and travelling exhibitions, targeted learning opportunities and programs, attractive special events, and memorable hands-on experiences.

For the past 42 years, the CSTM has encouraged Canadians of all ages to discover, consider and question past and recent developments in science and technology, as well as the economic, social and cultural impact of these developments. The Museum disseminates knowledge at various levels of society by collecting, preserving and interpreting objects that speak to Canada's scientific and technological accomplishments.

Since its opening in 1967, the Museum has welcomed nearly 20 million visitors, and has collected over 160,000 objects, as well as close to one million photographs and documents.



The Canada Science and Technology Museum (CSTM) explores, with all Canadians, the rich connections between science, technology, society, and the economy — an essential part of understanding ourselves and the world.

Corporate Performance 2008–2009: Building for the Future

In 2008–2009, the CSTMC focused on building for the future on a number of fronts, including: welcoming its new President and CEO; successfully securing additional infrastructure funding; building a strong relationship with the new CSTMC Foundation; launching nationwide events such as the Canada Aviation Museum's celebration of 100 years of powered flight in Canada; expanding outreach programs to reach more people throughout the world; and increasing partnerships with both private- and public-sector institutions.

The CSTMC is responsible for:

Heritage Preservation — *Research, collection development, collection management, and conservation.*

Sharing Knowledge — *Dissemination of knowledge related to the Corporation's collections through educational and community programs, exhibitions, websites, and artifact and archival loans.*

Accommodations — *Suitable facilities for the Collection, for visitors, and for administrative functions.*

Support Activities — *Provision of governance and central support services, such as human resources, procurement and finance.*

Poster for the 100th anniversary of Canada's first powered flight, featuring the *Silver Dart*.

Building on Canada's Heritage Collection

The CSTMC remains committed to developing and preserving collections of objects that are representative of, and significant to, Canadians.

The Corporation is responsible for the development and management of a representative collection of scientific and technological artifacts and materials. Its mandate includes the development of a national repository of objects celebrating scientific and technological innovations and demonstrating the transformation of Canada and the world.

Target for 2008–2009

65.5% of the Collection Development Strategy will be completed to CSTMC standards.

Result

68.8% of the Collection Development Strategy was completed, exceeding the target. Work included completion of 79.3% of Historical Assessments and 45.7% of Collection Assessments.

Using the highest standards of research, skill and knowledge, CSTMC staff are committed to building the Collection for future generations. The Collection focuses on seven major subject areas: aviation, communications, manufacturing, natural resources, renewable resources, physical sciences and medicine, and transportation. The Collection includes three-dimensional objects, trade literature, rare books and journals, engineering drawings, archival materials and photographs. Each of the three CSTMC Museums plans and undertakes its own curatorial research and establishes individual strategies for the dissemination of that research, in recognition of its specific market and clientele.

Acquisitions are guided by the Corporation's Collection Development Strategy (CDS), which uses an overarching theme: the Transformation of Canada. As such, "completion" of the CDS is linked to the development of Canadian society itself. The CDS is open-ended, with its two primary elements — Historical Assessments and Collection Assessments — requiring ongoing scheduled updates and enhancements. The Corporation's CDS has earned wide recognition as a best practice, and has received requests regarding its application from as far away as New Zealand.

Historical Research and Publications

CSTMC curatorial staff spend a significant portion of their time preparing the results of their research for publication. As a result, staff have gained a reputation for the unique knowledge and perspective they bring to discussion of the role played by science and technology — past, present and future.

The CSTM's Transformation Series presents highlights of research carried out as part of the Collection Development Strategy. Launched in 1992, the series has gained a reputation as the preeminent source of information on technological developments and the adoption of technology in Canada. Transformation Series publications are now used as primary sources in History of Science and Technology and Science and Technology courses at numerous Canadian universities, as well as in the United States and Europe.

Transformation No. 16, *Medicine and Technology in Canada: 1900–1950*, was published and distributed in 2008. Preparation of the next volume — *Computing in Canada: Building a Digital Future* — is underway as of this writing.

The Historical Assessment, "A History of Air Navigation", examines the historical context for the growth of aviation as an important means of transportation in Canada. Onboard instrumentation, ground-based aids, charts, and air traffic control are all described as playing a pivotal role in making aviation a viable form of transportation.

Historical Research conducted in 2008–2009

Agriculture
Historical Assessment (HA): Textiles II (completed)
Historical Assessment: Aboriginal Agriculture to European Settlement
Collection Assessment (CA): Beekeeping Technology (completed)

Aviation
HA: Air Navigation (completed)

Communications
HA Update: Photography (completed)
CA: Electronic Music (completed)
CA: Photography — Cine Projectors (completed)

Natural Resources and Industrial Design*
HA Update: Mining and the Environment
HA Update: Mining and Ethnicity
CA: Domestic Technology/Laundry (completed)

Physical Sciences and Medicine
HA: Mathematics in Canada
HA Update: Astronomy
CA: Medical Technology (completed)

* As a result of staff retirement, the Natural Resources and Energy curatorial area was refocused on Natural Resources and Industrial Design. Like computer-based technologies, energy has become an integral part of most curatorial areas across the Corporation.

Documenting the Collection — The Collection Rationalization Project

Since the adoption of the Collection Development Strategy in 1989, two key fields have been added: *Significance to Canada* and *Significance to Technology*. While new artifact records are created using these new standards, older records — particularly those for artifacts acquired between 1967 and 1982 — must be reviewed, researched, and enhanced as resources become available. To address artifacts acquired between 1967 and 1982, a cataloguer has been assigned to work closely with curatorial staff to review objects and improve their level of documentation, while also identifying objects that may no longer be required, due to condition or duplication. Table 1 summarizes these results.

Table 1

145 catalogued and inventory lots reviewed
Approximately 890 objects assessed
18 artifacts deaccessioned
170 other objects (mostly duplicates or unrelated parts) identified for disposal
537 artifact records improved, created or images added

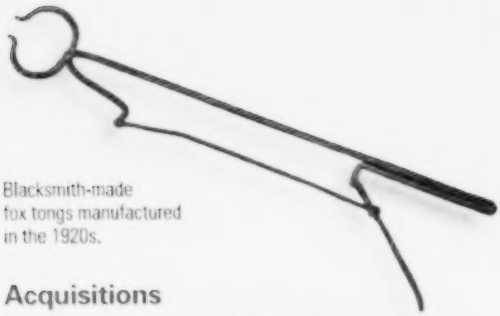
Curators have been adding detailed information on many artifacts to the Corporation's websites. At present, roughly 1.9% of the Corporation's total artifacts are displayed online. Interestingly, this figure almost matches the 1.8% of total artifacts on display in the Corporation's three Museums.

Table 2

Artifacts available on CSTMC websites (as at end of FY 2008–2009)

Number of artifacts presented on CSTMC websites	
CAgM	45
CAvM	192
CSTM	495

In recent years, the Corporation has made major inroads in reducing the backlog of uncatalogued artifacts by using new technologies more effectively. At the end of 2008–2009, the challenge remains to catalogue exactly 800 artifact lots. Some of these are comprised of multiple artifacts — such as the Ontario Hydro collection, which contains about 3,000 artifacts to be assessed, researched and documented.



Blacksmith-made fox tongs manufactured in the 1920s.

Acquisitions

Each year, approximately 80% of new artifacts are acquired through donations. In 2008–2009, the CSTMC received 89 new artifact lots, totalling 544 new objects. These items were selected through rigorous application of the Corporation's Collection Development Strategy.

Table 3

Approximately 89 new artifact lots were acquired in 2008–2009, representing:

CAgM	approx. 11 artifacts
CAvM	approx. 94 artifacts
CSTM	approx. 439 artifacts

Building Canada's Agricultural Heritage — The Canada Agricultural Museum (CAgM)

The CAgM collection includes live farm animals as well as accessible artifacts significant to Canada's agricultural history.

In 2008–2009, **two dairy Guernsey heifers** were added to the livestock collection for programming purposes. In recent years, the number of Guernseys has declined dramatically, and the breed has been declared endangered by Rare Breeds Canada. These new cows complement the Museum's live collection of dairy breeds, which also includes Holstein, Jersey, Ayrshire, Brown Swiss, Milking Shorthorn and the famous Canadienne, which has a history in Canada dating back to the arrival of Europeans in the seventeenth century.

Also acquired this year was a pair of **1920s blacksmith-made fox tongs**. During the 1920s, silver fox collars and full-pelt neck stoles were expensive and highly coveted women's fashion items. In order to meet the demands of this lucrative market, farmers in eastern Canada established fox

Dairy Guernsey heifers — a rare breed — in the Canada Agriculture Museum's dairy herd

Overhead view of automobiles in the Canada Science and Technology Museum's reserve collection

farms and ranches. The foxes they raised were handled with a pair of tongs — like the ones shown on the previous page, which were manufactured by a blacksmith for use on a fox farm in Nova Scotia's Annapolis Valley. These tongs will be used to interpret one of the many diverse stories found throughout Canada's agricultural heritage.

Building Canada's Aviation Heritage — The Canada Aviation Museum (CAvM)

With 130 aircraft in its collection, the Canada Aviation Museum houses the most extensive collection of aircraft in Canada, and one of the finest in the world.

In 2008–2009, the Canada Aviation Museum acquired a painting by renowned aviation artist Robert W. Bradford, entitled ***Come Fly With Me***. It depicts a scene at the air meet held at Lakeside (now Pointe-Claire), near Montreal, in the summer of 1910. This event — the first of its kind in Canada — was one of the most important air meets held outside Europe.

Also in 2008–2009, the Museum acquired a rare **Waco Cabin biplane**. This particular aircraft (the Waco YKS-7) is the only one of its model and class still registered as airworthy in Canada. It is a classic example of the type of airplane that introduced general aviation to the corporate world, as well as to the bush-flying community.

Building Canada's Technological Heritage — The Canada Science and Technology Museum (CSTM)

The CSTM boasts the finest and most comprehensive collection of scientific and technological artifacts in Canada.

In 2008–2009, the CSTM acquired the prototype **Elaine Anne Lift System for Disabled Drivers**. Installed in a 1988 Chevrolet Blazer, the Canadian-designed and built system facilitates access and operation by severely disabled drivers. What began as designer Cliff Wolfe's effort to facilitate the mobility of his disabled daughter has evolved into a small but internationally notable business: KVB Manufacturing, located in Smiths Falls, Ontario.

Elaine Anne Lift System for Disabled Drivers.

The CSTM also acquired a number of artifacts from the University of Toronto's renowned **David Dunlap Observatory**, which was officially closed in 2008 following 73 years of operation. Most of the new acquisitions date from the 1950s, the most significant piece of equipment being a then state-of-the-art Perkin-Elmer PDS digitizing scanner from the early 1970s. This collection improves the balance of the astronomy collection, which is heavily weighted towards government astronomy based in or near Ottawa.

The **Wajax Mark 2 Pump** acquired this year was used by the Newfoundland and Labrador Forest Service from the 1960s until the 1990s to fight forest fires. Replaced in 1963 by the Mark 2M, the Mark 2 was the last portable Wajax pump to be fitted with a float carburetor, rather than an all-position, diaphragm carburetor.

The CSTM recently acquired a very rare **Horton typewriter** — one of only five or six known to exist. This typewriter was the first visible-typing machine of the type-bar design, making it one of the most important developments in the history of typewriters. The machine was devised and patented by Canadian inventor Edward Elijah Horton in 1883.

Conservation and Restoration Projects

The Conservation Division is responsible for the physical preservation and preparation of artifacts for use in exhibitions, programs, special events, and outgoing loans. The following summarizes conservation and restoration work completed in 2008–2009.

Table 4

Artifact loans for inclusion in exhibitions at other institutions	44
Artifacts for inclusion in CSTMC travelling exhibitions	155
Artifacts for inclusion in CSTMC onsite exhibitions	615
Artifacts for programming purposes (e.g., Shay locomotive, Festival of Technology, etc.)	101
Artifacts which underwent conservation treatment	79

Target for 2008–2009

51% *of the three-dimensional portion of the Collection will be documented*

Result

48.96% *of the Collection was documented in accordance with CSTMC improved standards*

Performance Measures

33.12%

Percentage of artifacts with conservation reports

48.96%

Percentage of the three-dimensional Collection documented

68.44%

Compliance with environmental and storage standards

At the CAvM, restoration of the Museum's **Avro Avian** is on track for completion in 2009, and a group of dedicated volunteers is providing expertise and resources for restoration of the Canadair Northstar. The most visibly significant progress has been in completing the fuselage and installation of the fully restored engine in the Travelair 2000.

In 2007–2008, CSTM reported its restoration efforts on the **CN Locomotive No. 40**. Acquired by the Museum in 1967, it is the oldest surviving mainline locomotive in Canada, and is an outstanding feature of the CSTM's railway collection. In 2008, the Museum undertook asbestos removal on the locomotive, as part of a comprehensive conservation project that will eventually see this extremely rare locomotive returned to exhibition in the Museum. In addition, during May and June of 2008, the Museum's iconic Cape North lighthouse was restored to its original appearance, and areas that had been prone to corrosion were corrected.

Library and Information Services

Another of the Corporation's greatest assets is its Library and Information Services (LIS) division, which is comprised of two distinct libraries/archives located at the CAvM and the CSTM.

In 2008–2009, LIS catalogued almost 1,200 new monograph titles, and added more than 46 titles to its Rare Book Rooms. In addition, 863 items of trade literature were catalogued.

Organization of archival records was greatly improved, and basic finding aids were added to the Corporation's artifact database, improving accessibility. In addition, new shelving was acquired to better organize the collections and to improve access for the public and staff. The Corporation also added online access to its library collections, and usage has already far surpassed expectations.

The Toronto Air Meet, held in the summer of 1910 on the Trethewey Farm, near Weston.

Building on Scientific and Technological Knowledge

Building the CSTMC's national presence through innovative products and the sharing of knowledge

The CSTMC's three Museums explore the role that science and technology have played in the transformation of Canada and the world. The Corporation strives to develop innovative programs on new topics — viewed from different perspectives, and interpreted in creative ways — in order to engage its audiences.

Audiences

Surveys carried out in the summer and winter months of 2008–2009 at all three Museums confirmed that our consumer profile has remained stable, with the Canada Agriculture Museum (CAgM) welcoming families with very young children; the Canada Aviation Museum (CAvM) attracting older audiences and tourists with an interest in the aircraft collection; and the Canada Science and Technology Museum (CSTM) engaging families with school-age children, including a large proportion from outside the National Capital Region.

Surveys in Summer 2008 revealed the following visitor trends:

	Visitors from the NCR	Non-Local Visitors	International Visitors
CAgM	75%	22%	2%
CAvM	65%	26%	9%
CSTM	58%	37%	5%

Virtual access to the CSTMC Collection and knowledge resources continues to be very popular. Despite significant shifts in Internet usage by the

Target for 2008–2009

10% of new offerings reaching new audiences annually.

Result

36% of new offerings reaching new audiences annually.

public — suggesting a plateau in visits to many traditional websites, including museum sites — visits to the Corporation's websites were up overall by more than 18%. There was particularly strong growth in visitation to the archival image collections of the CN Images of Canada Gallery and Picturing the Past (each showing more than 30% growth in Web visits), and in the accessing of downloadable kits for educators. The Corporation further extended its Web presence with ten social media offerings, including initiatives on Facebook, YouTube, Flickr and Twitter, thus engaging Canadians in the online social spaces where they are increasingly found. Through the Virtual Museum of Canada, and on the Canadian Heritage Information Network's *Artefacts Canada* site, the Corporation has listed more than 95% of its artifact collection.

Diversification of Offerings

In 2008–2009, the CSTMC delivered innovative museum products reflecting contemporary scientific and technological issues relevant to Canadians.

The Corporation is committed to delivering high-quality, compelling products corresponding to the needs and aspirations of its diverse audiences. In 2008–2009, the Corporation's three Museums presented 150 museum products to the 625,000 visitors who came to experience the Museums in person. The CSTMC is equally proud of the 5.7 million visitors who experienced the Museums outside their walls by participating in outreach activities which included offsite demonstrations, travelling exhibitions, viewing artifacts on loan to other institutions, and by accessing the Collection and educational information online.

The CSTMC recognizes that sharing knowledge and fostering scientific literacy among Canadians requires a balance of historical context, current realities, and scientific and technological research that could have an impact on Canada and Canadians in the future. For this reason, contemporary issues in Canadian society were explored and interpreted within the exhibitions, programs and services offered in 2008–2009. Subjects ranged from food safety, medical technology, climate change, and the economics of investing in space exploration, to biotechnology ethics and applications, the Canadian forestry industry, and robotics. In addition, the Corporation made links between historically significant events and contemporary concerns by recognizing significant scientific and technological anniversaries during this period, with several series of events planned around the following:

- the 100th anniversary of the first powered flight in Canada;
- the International Year of Astronomy, marking the 400th anniversary of Galileo's first use of a telescope; and
- the 100th anniversary of the birth of celebrated Canadian portrait photographer Yousuf Karsh.

These programs demonstrate how the achievements of creative thinkers from the past have shaped today's world. Such programs and commemorations inspire our visitors to stretch their imaginations, to engage with science and technology in the here and now, and to consider the relationships between science and society, technology and culture, in new and dynamic ways.

Onsite and Travelling Exhibitions

The Canada Agriculture Museum's **Food for Health** exhibition and its accompanying educational materials were experienced by Canadians across the country this year as the exhibition travelled. This innovative project combined various interactive and multimedia components focusing on making healthy food choices, and explored food safety on the farm, in the processing plant, in transit and at home. The **Tractors** exhibition continued to show how the tractor — the "farmer's office in the field" — has evolved from an unfamiliar oddity on Canadian farms to a commonplace tool in less than 100 years.

Target for 2008–2009	*Result*	*Target for 2008–2009*	*Result*
20% *of the Corporation's offerings will address contemporary issues.*	22% *of products addressed contemporary issues. In 2008–2009, the Corporation's Museums renewed the CSTMC's commitment to concentrating product development on subjects corresponding to areas of interest and concern to Canadians, such as health and the environment.*	20% *of the Corporation's products will have multiple types of offerings.*	35% *of Museum products were delivered in a variety of ways. In 2008–2009, the Corporation's Museums continued their commitment to creating as many opportunities as possible for Canadians to engage with the results of the CSTMC's work.*

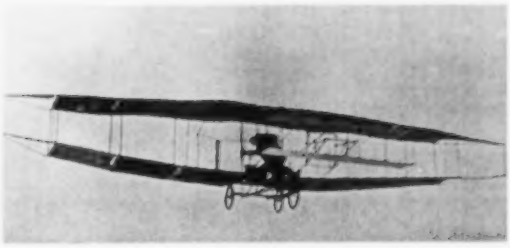
Beyond the Trees travelling exhibition at the Montreal Science Centre

The exhibition **Canadian Wings: A Remarkable Century of Flight** is the newest and largest permanent exhibition installation in the last 10 years at the Canada Aviation Museum. It was officially inaugurated by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, on February 23, 2009. This date also marked the 100th anniversary of the first powered and controlled flight of the *Silver Dart*, which provided an opportunity to celebrate, not only an important historical event, but also a century of Canadian aviation achievement. The exhibition **Brushstrokes and Wingtips** featured works of art reflecting key elements in the **Brushstrokes and Wingtips: Painting Canada's Skies** online exhibition. Each landmark painting depicts a significant event or factor in the history of Canadian aviation. These onsite and online exhibitions created a dynamic link between the physical and the virtual, providing visitors with a "value-added" experience.

In 2008–2009, the Canada Science and Technology Museum focused on engaging visitors with new ways of experiencing science in their everyday lives. **Beyond the Trees** demonstrated technology employed in the forestry sector to more than 120,000 visitors, before travelling to the Montreal Science Centre, where it inspired and delighted new audiences of young people. In August, the CSTM launched **A Camera on the Banks: The Works of Frederick William Wallace**, an exhibition created in partnership with the Maritime Museum of the Atlantic. Over the fall and winter months, the CSTM presented two bicycle exhibitions: one showcasing bicycles from the collection, and another displaying lithographs from the Collection depicting bicycles and bicycle advertisements. These exhibitions encouraged visitors to consider the relationship between technology and cultural practice.

"We had a great visit! Our group was small (13), so students were able to see and hear easily and stay focused. I learned things too! Keep up the good work!"

Sheep-shearing demonstration at the Canada Agriculture Museum.



The Fantastic Flight of the Silver Dart, a popular illustrated children's storybook written by CASM employee Linda Brand, fosters an interest in aviation among young children by depicting the first Canadian powered flight in 1909. (With financial support from the National Air Museum Society and Curtiss-Wright.)

Sharing Knowledge through Museum Programming

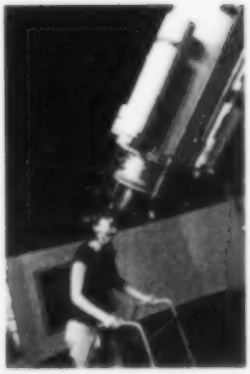
The Canada Agriculture Museum delivered programs designed to foster an appreciation for the role that agriculture continues to play in Canadian society. These included:

- The Sheep Shearing Festival — Visitors learned about the ovine industry and discovered how wool is produced.
- The Canadian Horse Weekend — Visitors watched and learned about heritage breed Canadian Horses as they were put through their paces.
- The Pumpkin School Program — Through the Iroquois legend of the Three Sisters, children explored the different parts of the pumpkin plant and tasted pumpkin seeds.
- The Genetics School Program — Students learned how farmers use genetics to improve their herds and develop certain characteristics in cows.

The Canada Aviation Museum presented world-class special events and programming in 2008–2009 as it prepared for the centenary of powered flight in Canada. These included:

- Eject! Eject! Eject! — This new demonstration featured G-suits and ejection seats, and allowed visitors to try on a suit and experience its inflation. Visitors were also encouraged to try on a helmet and were offered the opportunity to sit in an authentic ejection seat.
- March Break — Celebrating 100 Years of Flight in Canada activities included "green" crafts (cereal box dioramas and recycled visitor guide paper-airplane toss) to help create awareness about protecting our planet for the next 100 years; scavenger hunts; and guided tours of the new exhibition **Canadian Wings: A Remarkable Century of Flight**.
- Science at the Speed of Sound — This new school program involved a hands-on experiment which engaged Grade 4 students in learning about the basic properties of sound, including how sound travels and is absorbed. Students learned about technologies developed to protect aircrews, passengers and the environment from the sound generated by aircraft.
- Family Literacy Day — In support of early childhood literacy, various aviation-themed workshops, stories, and performances were offered for children ages 4 to 7.
- 100th Anniversary of the *Silver Dart* — This special day of festivities featured many workshops for the young-at-heart such as Aerial Experiment Association scrapbooking and the making of paper aircraft, all in celebration of the *Silver Dart*'s 1909 flight: the first powered flight in Canada.

The Canada Science and Technology Museum programmed special activities in 2008–2009 which brought unique dimensions to the visitor experience and offered new ways of experiencing science. These included:



The Cape North Lighthouse — an icon of the Canada Science and Technology Museum

- The Festival of Technology — Museum researchers, curators, conservators and public programming staff demonstrated working artifacts from the reserve collection.
- Lighthouse Days — Costumed performers portrayed characters from history.
- Mystery Solved! — December's holiday programs centred around codes: how they are developed, used and cracked.
- Motion Commotion — This March Break program explored theories, principles and tools related to motion.

Special Science Focus for 2009: International Year of Astronomy

During the final quarter of 2008–2009, the CSTM also launched its participation in the International Year of Astronomy. Encouraging Canadians to experience their own "Galileo moment", the Museum held a series of talks and public programs, including a presentation by Dr. Jaymie Matthews, an Officer of the Order of Canada and Mission Scientist for Canada's celebrated MOST microsatellite; a presentation for Grade 3 students by Tafelmusik Baroque Orchestra; downloadable star charts; kits for building a planisphere or sundial at home; and an Astronomy Virtual Program classroom resource for teachers.

Outreach

In 2008–2009, the Corporation reached out to 5.7 million people across Canada. In addition to the travelling exhibitions already mentioned, each of the CSTMC's three Museums delivered a variety of products, programs and services.

Sharing Educational Programs with Communities

- Travel Activity Loan Program — Sent to teachers and group leaders in the Ottawa Valley and in Baddeck, Nova Scotia, this little suitcase is filled with aviation storybooks, games, and activities geared towards children ages 4 to 6. The kit fosters an interest in aviation and literacy among young children and introduces them to basic aviation concepts. Featured in the kit is the Canada Aviation Museum's recently published book, *The Fantastic Flight of the Silver Dart*.
- Sky Stuff Read Show — Featured in various libraries in both Ottawa and Gatineau, these preschool programs introduced a new audience to aviation history and the role of the CAvM in preserving our heritage.
- Inspirational Flights Launch — On Canada Day 2008, the Gatineau Gliding Club launched its Fly Week, which provided free glider flights in Pendleton, Ontario for people with disabilities. A Freedom Wings chapter is now opening in Calgary, Alberta for Canadian Forces veterans with disabilities. This was a partnership with the Gatineau Gliding Club and Freedom Wings Canada.

- The CSTM continued its support of youth and scientific experimentation by hosting events such as Canadian National Marsville with the National Research Council of Canada, the Sanofi-Aventis BioTalent Challenge and the Canada-Wide Science Fair.
- The CAgM participated in the City of Ottawa wading pools event, connecting with children who might not be able to visit the Museum. Props and a rabbit engaged the public in learning more about agriculture. The CAgM attended five of these events throughout the summer, and connected with approximately 850 people.

Artifacts on the Road

One of the ways in which the Corporation assesses its impact at the national level is the number of artifacts loaned to other institutions each year, as well as the estimated number of visitors who view these artifacts in travelling exhibitions (either created by the CSTMC or by the borrowing institution). In 2008–2009, a total of 1,891,814 people viewed CSTMC artifacts on loan. Twenty-three new loans were organized, and more than 394 were renewed in eight Canadian provinces and one territory, as well as internationally.

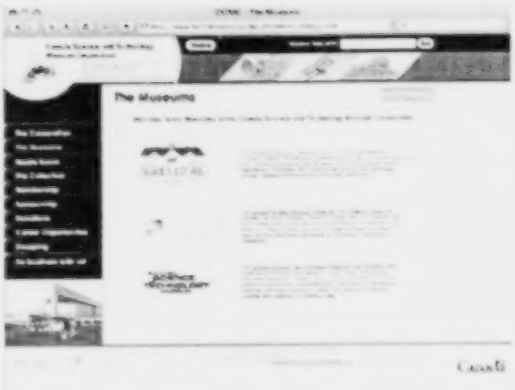
Websites

The CSTMC believes that it is crucial to increase the number of Canadians who participate in its product offerings through CSTMC websites. In 2008–2009, Web visits increased significantly from the previous year to 2.93 million. Visits to the Canada Science and Technology Museum website increased by an impressive 23.75%, and at the Canada Agriculture Museum, website visits saw a significant increase of 9%.

In 2008–2009, the Canada Agriculture Museum's website continued to benefit from Web traffic to the **Food for Health** site, as well as from the Museum's presence on social media, including YouTube, Flickr, Facebook and, most recently, Twitter. A Web essay entitled, "The Hutterites in Canada: Communitarians Are We" was posted to the Collections and Research portion of the website. Two newly redesigned, downloadable Educational Activity Kits — *Meet the Farm Animals* and *Ecosystems and Agriculture* — were added to the popular School Programs section of the website, further enhancing the range of resources available to educators across the country.

Artifact Loans

	2008–2009	2007–2008	2006–2007
Total number of artifacts on loan	417	392	662
Total number of people viewing artifacts on loan	1,891,814	3,641,620	2,948,957
Total number of people viewing Canada Agriculture Museum artifacts on loan	19,389	1,039,724	1,039,724
Total number of people viewing Canada Aviation Museum artifacts on loan	996,890	1,241,190	638,080
Total number of people viewing Canada Science and Technology Museum artifacts on loan	875,535	1,360,706	1,271,153



Web page describing the CSTMC's three Museums.

Target for 2008–2009

3.3 million visits to the Corporation's websites.

Result

2.9 million Web visits to CSTMC websites in 2008–2009: a significant increase over the previous year. This result did not meet the target of 3.3 million visits, due largely to a restructuring of the Canada Aviation Museum's website at the start of the year which caused a decrease in visits.

Approximately 388,000 visitors explored the Canada Aviation Museum website, staying an average of 10 minutes per visit. Major projects developed in 2008–2009 included *Canadian Aviation through Time*, which was funded by the Canadian Memory Fund. This project depicts aviation in Canada before 1945, and involved the scanning and cataloguing of thousands of photographs. These photographs, as well as the existing collection of some 16,000 online images, will be available on a newly redesigned and more accessible Image Bank — one of the most popular sections of the site.

While continuing to work towards a complete rebuilding of the Canada Science and Technology Museum website, Museum staff ensured that accurate and complete information about all Museum programming was available, and added several significant offerings to the CSTM presence on the Web. Some of the highlights from 2008–2009 included:

- A series of four high-definition astronomy videos posted on YouTube, in addition to a virtual astronomy exploration guide which supported the Museum's leadership role in launching the International Year of Astronomy.
- Launch of the Festival Karsh website.
- A *Collection Profile* publication on 80 Pequegnat clocks.
- A *Closer Look* publication on Spectroscopic Gratings.
- Approximately 40,000 images from the Mattingly and Sci-Tech Rail (STR) photo collections were added to the *Picturing the Past* micro-site, as was a new search feature for the images.

Collection and Research Experts in Action

The CSTMC encourages its curators, historians, conservationists and researchers to share their expertise with Canadians across the country, and with other museum professionals around the world. In addition to their work on management and development of the Collection, this unique group of professionals supports the development of exhibitions, programs and publications in the Corporation's three museums. Accomplishments by the Collection and Research division in 2008–2009 included:

- 9 presentations by invitation
- 13 papers presented at 10 conferences
- 4 peer-reviewed published papers
- 6 non-referred publications
- 6 Web publications
- 6 book reviews
- 1 book reviewed for external publishers prior to publishing
- 6 conference sessions attended as chairs or panellists
- 18 positions held on the boards of national and international associations

Assessing the Numbers — Canada Agriculture Museum

The Canada Agriculture Museum experienced a decline of 7.2% in the overall number of visitors in the past year, an expected result in light of the increasingly difficult economic circumstances in which the Museum was operating through the latter half of 2008 and the first three months of 2009. The numbers of school groups and schoolchildren held essentially even from year to year. The number of website user sessions grew encouragingly, a testament to the considerable efforts made in the past year to improve the website's content and aesthetic appeal.

CAgM	2008–2009	2007–2008	2006–2007
Visitor attendance	159,428	171,815	160,818
Number of visits by school groups*	745	763	626
Number of participants in visits by school groups*	20,256	20,767	17,995
Number of school program modules offered	46	44	44
Number of demos, tours and workshops	4,424	4,141	3,939
Participants (demos, tours and workshops)	70,608	78,101	73,355
Number of offsite demonstrations or events	10	7	4
Number of visitors to offsite demonstrations or events	3,320	2,400	4,650
Other use of facilities (number of participants)	1,054	2,527	1,979
Number of CAgM website user sessions	270,067	248,268	172,876

*School group visits include school programs, independent school visits, and guided school groups

Assessing the Numbers — Canada Aviation Museum

Attendance levels at the Canada Aviation Museum declined a little in 2008–2009, due to the Museum's closure in Fall 2008 for the preparation of a new exhibit. The Museum was still able, however, to maintain its market share among national museums located in Canada's Capital Region.

CAvM	2008–2009	2007–2008	2006–2007
Visitor attendance	136,600	163,017	170,998
Number of visits by school groups*	488	567	1,068
Number of participants in visits by school groups	21,666	24,622	32,201
Number of school program modules offered	31	21	21
Number of participants in non-school groups (ages 4–14)	6,794	10,006	
Number of demonstrations, tours and workshops given	1,256	1,832	1,764
Number of people participating in demonstrations, tours and workshops	37,230	32,601	23,029
Number of special events held	6	8	8
Number of participants in special events	12,689	15,547	13,817
Number of offsite demonstrations or events	38	1	1
Number of visitors to offsite demonstrations or events	72,156	440	171
Number of downloads from educational kits	15,600	15,141	
Number of CAvM website user sessions	387,733	454,138	509,887

*School group visits include school programs, independent school visits, and guided school groups. CAvM educational programs are currently under review and will be revamped to more actively compete with other venues.

Assessing the Numbers — Canada Science and Technology Museum

Despite an industry-wide downward trend in travel and declining museum attendance in the National Capital Region, the Canada Science and Technology Museum enjoyed a modest increase in visitation during 2008–2009. Along with increases in school group visits from the previous year, these statistics attest to programming and marketing efforts that respond to the specific needs of the Museum's target markets.

A refocusing of program priorities from value-added activities inside the Museum has resulted in a decrease in special event offerings in favour of outreach initiatives.

These initiatives — in which Museum staff, programs and collections go beyond the walls of the Museum to engage with Canadians in specific audience sectors — often involve collaborations with organizations with complementary interests in science and society, technology and culture.

CSTM	2008–2009	2007–2008	2006–2007
Visitor attendance	329,083	325,003	374,821
Number of visits by school groups	2,565	2,305	2,602
Number of participants in visits by school groups	89,319	86,867	92,136
Number of participants in non-school groups (ages 4–14)	13,090	11,548	12,717
Other use of facilities (number of participants)	11,172	13,610	26,698
Number of school program modules offered	63	46	44
Number of special events held	18	17	22
Number of demonstrations, tours and workshops given	14,283	15,626	13,795
Number of people participating in demonstrations, tours and workshops	193,403	204,668	204,884
Number of participants in special events	75,336	117,613	107,971
Number of travelling exhibitions on tour	1	2	1
Number of venues receiving travelling exhibitions	2	3	1
Number of visitors to travelling exhibitions (estimated)	55,000	56,709	67,000
Number of offsite demonstrations or events	9	4	9
Visitors to offsite demonstrations or events	31,101	32,000	23,000
Number of CSTM website user sessions	2,117,925	5,115,602	1,711,410
Page views	4,880,824	1,560,255	4,612,893

Design concept for the Canada Aviation Museum's $7 million renovation.

Accomodations — Building Inviting Facilities

The CSTMC is committed to providing inviting and accessible facilities for visitors and staff.

Over the past several years, the Corporation has faced significant challenges related to its accommodation needs and funding levels. These challenges are recognized by the Government of Canada, as demonstrated in the results of the Strategic Review exercise, in which the CSTMC received significant government funding to address some much-needed capital infrastructure issues. All three CSTMC museum facilities will benefit from necessary repairs and improved visitor amenities.

Canada Agriculture Museum

With the infrastructure funding received in 2008, the CSTMC continued to move forward on its approved Master Site Plan for the CAgM, which includes a Museum Reception Facility southwest of Building 94 and relocation of the parking area.

The Canada Agriculture Museum worked on the development of facilities for educational programs, exterior demonstrations and visitor reception. The Museum will also have additional space for classrooms, exhibitions and a visitor eating area in the administration building, due to a vacancy created by Agriculture and Agri-Foods Canada (AAFC). This additional space will allow the Museum to remain open 12 months a year.

Canada Aviation Museum

To give the Museum a functionality befitting its status as a national heritage institution, a $7-million renovation is currently underway. Once renovations are complete, visitors will enter the Museum through a spacious glass reception area. This new extension will be aimed at giving guests a taste of things to come as they walk through a landscaped entrance into the new foyer. As part of the extension, the Museum will also get a new 250-seat multi-purpose auditorium, two classrooms fully equipped to accommodate interactive workshops with students and teachers in other areas of the country, and new retail space.

Targets for 2008–2009

- *Complete the consultation process for the Concept Master Plan.*
- *Produce a document to market the project.*
- *Secure funding for the first part of the project.*
- *Develop a proposal to begin design work on an accessible public storage component.*

Results

- *The Concept Master Plan will be presented at the April Board meeting for final input and approval. This will be converted into a promotional document, allowing the Corporation to introduce the project substantively to the private sector, government entities and stakeholders, in order to secure partners as part of the next steps.*
- *Funding for the first part of the project was secured. The Corporation has enough funds to finalize the Concept Master Plan and to produce marketing material for the awareness strategy. Incremental funding will be required to move to the architectural competition, which would refine the design for construction.*
- *Discussions have begun to address the collection holdings in an effort to secure appropriate facilities rather than renewing leases in industrial buildings. A closer look at all federal museum needs is underway, to address any other pressures in a collaborative fashion. The Corporation is working on this with a view to protecting its assets for the long term, while making the Collection more accessible.*

The long-term benefits of this construction include increased attendance and revenues. The goal is to have construction completed in time to celebrate the 50th anniversary of the Museum in the Fall of 2010.

Canada Science and Technology Museum

With Budget 2008 funding decisions and the reserve funding for infrastructure announced in 2006, the Corporation has been able to remedy some of the most pressing health and safety issues on its various properties, including the CSTM. By 2011, all infrastructure will be stabilized and all health and safety issues will be addressed, such as improvements to security cameras, flooring and the addition of a temporary lunchroom space.

As Canada's only comprehensive science and technology museum, the CSTM is very aware of the pressing need to properly present and safely house its rich Collection. In 2008–2009, the CSTM continued its work towards acquiring a new building by undertaking the development of a Concept Master Plan with the assistance of three consulting firms renowned for their work on new museum and cultural projects. The study looked at such elements as architectural and sustainable features, preliminary exhibition themes, greater presence of the Collection in the exhibitions, comparable projects and best practices in museums and science centres today, and key components of the visitor experience.

The working group was comprised of staff and board members, and their work was based on two principles:

- the Corporation's desire to become less dependent on public support and move towards earned revenue; and
- developing the concept from a perspective of making the Collection the featured heart of the new facility.

The study was near completion by the end of the 2008–2009 fiscal year. Its conclusions will serve as the basis for preparation of a promotional document that will describe in detail the main features of the new CSTM building and its multiple exhibition and programming offerings. The document will also outline the many aspects of its effort to expand its national presence, and will be used for a cross-country tour designed to elicit feedback from a variety of stakeholders.

Building Support for Our Museums

The CSTMC is a complex organization of 290 full-time and part-time employees. On the Collection side, the Corporation has specialists in the curatorial, conservation, collection management and animal husbandry fields. On the programming side, it has experts in design, fabrication, education and project management. On the management side, it has professionals in communication and marketing, commercial operations, finance, security, procurement, and human resources.

Three objectives continue to guide the Corporation's work in human resources management and professionalism:

- Visitor satisfaction
- Internal client satisfaction
- Employee satisfaction

Analysis and evaluation was undertaken in 2008–2009 in order to monitor visitor satisfaction. The Corporation's Visitor Services Standard was used to assess the visitor experience and to track compliance to best practices guidelines established at the three CSTMC Museums.

A second CSTMC Internal Services Survey was conducted at the end of March 2009. The results will be released in early May 2009. A comparative analysis of progress made since the initial survey in 2006–2007 will be conducted and included in the results report.

The Corporation believes it is essential that employees are satisfied with their work environment and with their contributions to the institution's objectives.

Support activities for employees in 2008–2009:

- The CSTMC developed and introduced a new performance management process to enhance accountability, improve effectiveness and increase dialogue between managers and employees with respect to evaluating performance, while also improving planning for employee development.
- The new CSTMC Job Classification Standard was completed; all appeals were heard with respect to implementation of the new classification system.
- The Sustainable Workforce Committee developed a tool to assist in the analysis of risk to the Corporation with respect to anticipated vacancies and workforce adjustments through to 2014. Initial analysis was completed, and a preliminary action plan was established for 59 positions.
- A new employee recognition program — the Muses Award — was introduced in February 2009, providing employees with an opportunity to recognize their colleagues for actions in support of CSTMC values such as pride, leadership, excellence, and teamwork.

Commercial Operations

Temporary closure of the Canada Aviation Museum resulted in a slight decrease in visitor attendance, which also had an impact on total sales in the Museum's boutiques. Within this context, efforts were made to limit expenditures and develop new products internally to commemorate the centennial of powered flight in Canada, such as a limited-edition lithograph; the book *The Fantastic Flight of*

The Corporation's successful fundraising event, *Baskets with Panache!*

Targets for 2008–2009

- *Develop action plans to ensure that competent personnel will be available to fill anticipated vacancies over the next three years through training and development of existing employees or external recruitment.*
- *Implement a new personal development process for employees, to include an assessment of the employee's performance, skills and promotion potential, while also identifying the employee's career aspirations and developing a training and development plan for the employee.*
- *Develop action plans to address issues identified in the surveys — more specifically, the two services with the lowest levels of satisfaction.*
- *Develop service level agreements for each service and ensure that the service level agreements are communicated to all clients.*
- *Develop action plans to address the issues identified in the surveys — more specifically, the two areas/issues with the lowest level of satisfaction.*

Results

- *The Sustainable Workforce Committee identified 59 positions as potential vacancies to the year 2014 for the purposes of succession planning. Initial analysis was completed and a preliminary action plan was established for each position.*
- *The succession plans were completed for 2 positions and implemented for 6 positions (13%). An update of the succession plan was conducted on January 14, 2009, and results showed that the succession plans were completed for 5 positions and implemented for 4 positions (13%). Prior to the end of 2008–2009, information taken from the 2007–2008 Performance Management process will be integrated into the Corporate succession plan.*
- *The new Performance Management Process was developed and introduced during 2008–2009 with a view to providing additional information on the career aspirations of employees, and on managerial recommendations with respect to career training, to supplement succession plan information.*
- *As a result of the Employee Satisfaction Survey conducted in 2005 and the Customer Satisfaction survey conducted in 2006, a new Staffing Directive and procedures were developed and implemented. The results of the second Customer Satisfaction survey conducted at the end of 2008–2009 showed significant improvement in satisfaction with the staffing process.*
- *New service level agreements were developed for Informatics Services and the Human Resources Branch.*

the Silver Dart, clothing, and, a variety of museum souvenirs. Despite lower sales, the boutiques managed to generate a greater profit than last year.

Building for the Future through Partnerships

Recognizing that an essential part of the CSTMC's success relies on collaborative approaches and partnerships, the Corporation invested considerable time and resources in 2008–2009 to develop promising revenue-generation strategies.

The Corporation was engaged in over 100 collaborations, including programming and sponsorship collaborations, and other professional partnerships, all of which supported the Corporation in further delivering its mandate.

Membership

The CSTMC Membership program generated $293,051 in revenues: 17% higher than in 2007–2008.

The CSTMC's membership base consists of 24,300 individuals from 5,430 households. The number of memberships sold decreased by 23%; however, revenues were up, in part because of increases in membership fees implemented at the end of 2007–2008. Members-only activities remain extremely popular and consistently sell out in less than 24 hours.

Successful membership initiatives in 2008–2009:

- Online renewals increased over 2,200%, renewing 932 Memberships in 2008–2009, compared to only 41 in 2007–2008.
- Electronic updates using a new system streamlined the communication process with thousands of families. In 2008–2009, the Membership Program sent over 48,000 e-mails and generated 3,900 hits to the Corporation's websites.
- 1,695 spots were reserved in less than 24 hours for the Halloween Party, with a waiting list of 100 members required.
- The Members Holiday Event at the CSTM yielded the highest number of registrations and attendees ever (1,478 and 1,391 respectively). Registrations were 30% higher than in 2007–2008.

For a basic fee of between $28 and $99, members enjoy the following:

- *Unlimited admission to the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum.*
- *Unlimited admission to 290 science museums and science centres across Canada and the United States.*
- *Priority admission and advance notice of upcoming events.*
- *Discounts in Museum gift shops and on some programs.*
- *Invitations to Members-only activities.*

Sponsorship

At the end of 2008–2009, a number of sponsorship arrangements appeared promising. However, several key challenges continue to face the CSTMC from a national sales perspective. The Canada Science and Technology Museum continues to be perceived as old and staid, rather than a leading-edge facility. This image often presents challenges for the Corporation, as it does not reflect the importance of science and technology in Canada: something private-sector investors deem to be relevant when reviewing opportunities. In addition, the global economic climate has led corporations to be extremely cautious in their selection of sponsorships over the past year. The CSTMC recognizes this competitive atmosphere.

The Corporation also recognizes the increasing importance of having its product offerings address the business objectives of potential sponsors on a national level. In order to command sponsorship dollars at the national level, the Corporation is in the process of creating a national marketing strategy, increasing its national outreach program and highlighting its outreach to more than six million Canadians. This will further enhance the Corporation's brand, and better position the Corporation as a national leader in its line of business.

The Corporation is also reviewing its product offerings to ensure that its exhibitions and other programs and services provide stronger links between past, present and future, while also providing opportunities for sponsors to showcase recent innovative techniques and products in an informative, educational and inspiring manner. This formula has proven effective for the Corporation in previous exhibitions for which sponsorships were successfully secured.

The Fundraising Program, which concentrates on annual philanthropic donations, launched the Corporation's first electronic appeal to support the Canada Aviation Museum. This small-scale pilot project generated approximately $2,000 and will lay the groundwork for future appeals of a similar nature. The project focused on directing donations to the celebration of 100 years of powered flight with activities, exhibits, and a Collection Fund. Appeals for the Canada Agriculture Museum and the Canada Science and Technology Museum were developed this year as well, and are scheduled for rollout in 2009–2010. A preliminary first meeting was also held towards the end of the fiscal year

The Honourable Gary Goodyear, Minister of State for Science and Technology, takes part in a press conference at the Canada Science and Technology Museum.

to pursue the possibility of a fundraising event in support of the Canada Science and Technology Museum.

The second annual **Baskets with Panache!** live and silent auction event held on June 18, 2008 was a notable success. The $21,000 (net) raised will cover the costs for up to 2,000 underprivileged and special needs visits to school programs and summer camps at the Canada Agriculture Museum. In two short years, **Baskets with Panache!** has generated $48,000 in net revenues, and has funded 4,000 school program visits. Children who would otherwise not have the opportunity can now personally discover where our food comes from, and why agriculture is so important to our daily lives.

Target for 2008–2009

Forecast results of institutional sponsorship:

$850,000

Result

The Corporation took steps towards its target of attracting $850,000 in institutional sponsorship revenue with various sales negotiations currently underway. New commitments for sponsored activities in 2008–2009:

$167,000

Target for 2008–2009

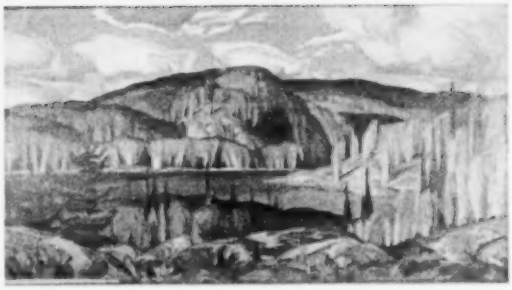
Additional $100,000 *in earned income.*

Result

Additional earned revenues:

$45,000

Admission revenues at the Canada Science and Technology Museum as well as interest revenues and memberships increased over last year. Admission revenue at the Canada Aviation Museum decreased significantly due to the Museum's closure for more than two months to review the exhibition floor.



Algonquin Provincial Park (1954) by Alfred Casson, from the Via Rail Collection.

The CSTMC Foundation

In 2007–2008, the CSTMC Foundation was successfully established and incorporated to support the CSTMC and its three Museums. The Foundation's mandate is to complement and strengthen education and outreach activities, and to generate revenues for the Canada Agriculture Museum, the Canada Aviation Museum and the Canada Science and Technology Museum. The Foundation hired an Executive Director in December 2008 and began work on various philanthropic initiatives with the support of CSTMC staff. In the final quarter of 2008–2009, the Foundation worked with the CSTMC to identify fundraising projects which would enhance the Corporation's priorities. These priorities include increasing accessibility to the Museums' collections and programming, while also raising awareness of the Museums' role in heritage preservation and the sharing of knowledge. An annual fundraising plan for implementation in 2009–2010 has been tabled with the Foundation's Board of Directors, and work has commenced on the recruitment of additional Foundation Board members.

Target for 2008–2009

$175,000 *contribution from the CSTMC Foundation.*

Result

The Foundation started its fundraising activities in the last quarter of 2008–2009. During this short period of operations, the Foundation realized a loss of approximately $80,000, due to a one-time implementation cost. As a result, no contribution was made by the Foundation to the Corporation in 2008–2009.

Management Discussion and Analysis

Overview

Fiscal 2008–2009 continued the momentum generated in previous years. Building projects based on new infrastructure funding began, and rejuvenation of the sites had a positive impact on employee motivation and morale. Plans for an auditorium and classrooms at the Canada Aviation Museum were reviewed and revised with staff, and received final approval from the National Capital Commission's advisory committee. Specific capital projects were also approved for funds set aside in the 2008 federal budget to further advance the Corporation's capital requirements. These funds will be used to address health, safety and visitor amenities at each site. This is the beginning of a five-year implementation plan, which will result in classrooms and retail space at the Canada Agriculture Museum, completion of the building project at the Canada Aviation Museum, and proper accommodations for school groups at the Canada Science and Technology Museum. Approval of funding to advance the new Canada Science and Technology Museum project was seen as a very encouraging sign, and allowed the Corporation to produce a Concept Master Plan, giving the project shape and form.

The Canada Aviation Museum undertook a significant transformation of its exhibition floor in advance of its commemoration of a centennial of powered flight in Canada. Preparations for a year of special events and promotions have kept staff and aviation enthusiasts very active. These efforts have paid off with a marked increase in attendance during the final quarter of the fiscal year, an increase in facility rentals, and selection of the Museum as the first site in Ottawa to host the Genie Awards, honouring achievement in Canadian film. The Canada Agriculture Museum celebrated its 25th anniversary and focused on increasing its national impact by showcasing exhibits such as **Brewer's Gold** and **Food for Health** in Alberta and British Columbia. The Science and Technology Museum increased its national visibility through partnerships with the Maritime Museum of the Atlantic in presenting **A Camera on the Banks: The Works of Frederick William Wallace**, and the National Research Council in launching the International Year of the Astronomy. Along with hosting the international conference on Transportation and Mobility (T2M).

The year also marked some significant changes in the CSTMC's Human Resources area. A new President and CEO joined the Corporation in the final quarter of the fiscal year, and work began on a succession plan for next year in light of pending retirements. As the Corporation's current five-year planning period comes to an end, a new team is taking shape to outline the next five years and build for the future.

Strengths and Issues

The Collection

The CSTMC has the richest and most comprehensive scientific and technological collection in Canada. Although the Collection's growth is controlled and well planned, significant challenges face the CSTMC in cataloguing and providing adequate storage within its current resource base.

Reaching Out to Canadians

The Corporation understands that, in order to remain relevant to all Canadians — while taking its place as a national leader in the field of science and technology — it must reach out beyond the National Capital Region. Recent focus in this area has been on electronic media and artifact loans while the Corporation rebuilds its inventory of travelling exhibitions. The CSTMC was successful in its application for funding to continue its product development through the Virtual Museums Program. The most recent project to benefit was "Beekeeping" which will be available to virtual visitors next year. There was an impressive increase in Web traffic resulting from continued improvement to our sites, including some ventures into Web 2.0 tools. In order to increase the effectiveness of the Corporation's outreach program, a full-time staff has been assigned to communicate and share the Corporation's products with Canadians and institutions.

Given that seeing actual artifacts in person provides the richest experience, loans to outside institutions remained a key focus during 2008–2009. The Corporation will continue to expand its efforts to share its wealth of artifacts and information with the wider world.

Human Resources

The Corporation is fortunate to have a group of talented and dedicated workers committed to preserving and disseminating Canada's rich scientific and technological heritage for the benefit of all Canadians. Succession planning continues to be a priority for the Corporation, given that current demographics could result in a turnover rate of over 50% in the next five years. Progress has been made in evaluating the areas of greatest risk.

Financing

Stabilizing the financial position of the Corporation remains a high priority. The Corporation is fortunate to have received two injections of funds during the past three years to address infrastructure deficiencies; however, certain operations — particularly issues associated with the Canada Aviation Museum Storage Hangar — still pose challenges. The Corporation's operations budget includes two unexpected one-time items: a past payment for property tax appeals, and adjustment to past pension contributions. Together, these eliminated the contributed surplus of the Corporation, making future development a significant challenge.

Given the Corporation's financial position, revenue generation is a key consideration. This year, the Corporation worked with strong supporters to set up a Foundation, and continued to work with a third-party marketing firm to help find institutional sponsors.

In order to help manage its financial pressures, the Corporation also continued to pursue creative strategies for avoiding unnecessary costs, including the reuse of exhibition and other materials.

The shortage of operational funds limits the Corporation's activities, and much more energy must be devoted to revenue generation.

Facilities

The Corporation maintains a highly diverse portfolio of real property holdings. With the exception of the Canada Aviation Museum, these buildings were never designed to house national collections of important artifacts, nor to provide a safe and secure environment for visitors. Most of the Collection is, in fact, stored in industrial-grade warehouses, which have exceeded their physical capacity. The public face of the Canada Science and Technology Museum is a structure modified from its original use as a bakery distribution centre, and has now exceeded its useful life expectancy. The Canada Agriculture Museum leases its historically significant buildings at the Central Experimental Farm from Agriculture and Agri-Foods Canada.

Work has advanced significantly in remediation of capital infrastructure, addressing many of the high-risk areas, thanks to one-time injections of funding received from the Government of Canada. The Corporation is very appreciative of this funding support, and looks forward to resolving the issue of a new National Science and Technology Museum in order to provide a proper home for its national collection.

Our Business

The Corporation's business can be summarized in four main activities:

- Heritage Preservation: Collection management, conservation and research.
- Sharing Knowledge: Dissemination of research related to the Corporation's historically significant collection through educational and community programs, exhibitions and websites.
- Accommodation: Housing and securing the collection, and accommodating the visiting public and administrative offices.
- Support Activities: Governance and central support services, which include human resources, finance and museum administration.

REVENUES	2008–2009 Planned	2008–2009 Actual	2007–2008 Actual (restated)
Parliamentary Appropriation	$29,113	$29,393	$28,997
General Revenues	4,315	4,831	4,691
Total Revenues	**33,428**	**34,224**	**33,688**
EXPENSES			
Personnel	17,998	18,483	17,963
Accommodation	7,169	9,257	8,347
Depreciation	2,441	2,528	2,441
Operations	7,196	4,873	4,595
Total Expenses	**34,804**	**35,141**	**33,346**
Net Income (Loss)	**-1,376**	**-917**	**342**
Retained Earnings	-$872	-$413	$504

Financial Perspective

The base appropriation originally voted by the federal government for 2008–2009 was $25.597 million. This was supplemented by one-time government funding in the amount of $4.318 million to address some health and safety issues, as well as by revenue-generation initiatives. Funds were also received in the amount of $1.475 million to address operation of library, archives and collection storage buildings. Total appropriation in the CSTMC's statements is reported on an accrual basis in the amount of $29.393 million. This is supplemented by revenue-generating activities of $4.831 million, which allows the Corporation to move forward in implementing strategies related to its mandate.

Sources of Funds

The Corporation has three primary sources of funds: government appropriation, self-generated revenues/cost recovery, and philanthropic contributions.

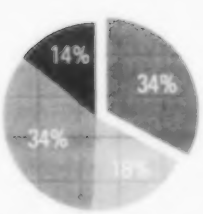
The Corporation continues to focus on revenue generation in an effort to offset increasing operating costs. An exercise has begun to review net operating income, helping to focus efforts on the areas of highest impact. A decline in attendance of 5% over the previous fiscal year has been attributed to the closing of the CAvM site for over six weeks in preparation for the Genie Awards, the aging CSTM facility and limited resources for the renewal of programs and exhibitions, as well as the lowest promotional spending of all four national museum corporations. The lack of operating funds makes it particularly challenging to reverse this trend while promoting outreach activities. An adjustment in admission prices at the Canada Science and Technology Museum continues to have a positive impact on revenues, with an increase of $130,000. This offset a $93,000 decline, which was largely due to the temporary closure of the Canada Aviation Museum in preparation for celebrations in 2009. This also had a significant impact on retail sales and facility rentals.

Corporate Development revenue includes a membership program, fundraising and sponsorship. Sponsorship revenue for the year came primarily from federal partners for the **Food for Health** and **Beyond the Trees** exhibitions. The membership program continues its successful growth with an all-time revenue achievement of $293,051, engaging an estimated 24,300 individuals. CSTMC members continue to be strong supporters of the Corporation, providing a healthy source of revenue as well as a useful source of information in helping the CSTMC to develop strong new products.

The Corporation has continued annual appeals aimed at its Aviation Preservation Fund. The Corporation did generate $105,000 through its appeals, with monies thus collected accounted for as revenue in the year they are spent, in keeping with donor objectives. The amount of $206,000 is reflected in the Income Statement.

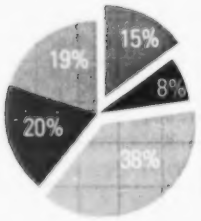
Interest income of $382,000 rounds out the Corporation's sources of revenue, resulting from short-term investments made during the implementation of capital infrastructure projects.

Expenses by Activity



- Heritage Preservation
- Knowledge Sharing
- Support Activities
- Accomodations

Revenue



- Admission
- Other
- Commercial Operations
- Corporate Development
- Interest

Sources of Funds

- Base Approbation
- One time government funding
- Revenue
- Contributions

- Heritage Preservation
- Knowledge Sharing
- Support Activities
- Accommodations

- Admission
- Other
- Commercial Operations
- Corporate Development
- Interest

- Base Appropriation
- One time government funding
- Revenue
- Contributions

Cost of Operations

The Canada Science and Technology Museum Corporation's total expenses were $35.1 million. The two main uses of these funds were personnel and accommodations costs required to safeguard the Collection, amounting to $18.5 million and $9.3 million respectively. The remaining $7.3 million was available to spend on collecting and preserving artifacts; continuing research; developing and delivering exhibitions and programs; promoting the three museums; and administrative support.

Personnel

A great deal of attention has been paid to personnel costs, which account for 53% of the Corporation's total expenses. This is common in museums, which are knowledge based institutions. The new classification system, required to comply with pay equity legislation has now been completely implemented and has placed additional pressure on the fiscal framework. Operating three individual museum sites means costs for admission desks, visitor services and security at each site, with a resulting impact on overall personnel costs when compared to institutions with only one museum site. A higher level of synergy and cooperation is being explored. The Corporation also needed to address a retroactive payment for Retirement Compensation Allowance - of which it was unaware until late in the fiscal year, with a resulting impact on the Corporation's equity.

The Corporation has established a succession plan for an anticipated 25% turnover in senior management while maintaining continuity and excellence. The Corporation has, and requires, many highly skilled and uniquely qualified individuals who are not always readily available in the marketplace. Balancing the cost of training successors in an environment within which salaries already take a high proportion of available funds remains a challenge for the Corporation.

Facilities Management

Protecting and caring for a National Collection of the CSTMC's magnitude is an expensive undertaking. The effects of inflation have had an impact on the Corporation's second-largest financial commitment, which has grown at the expense of programs. The Government of Canada, recognizing the condition of the Corporation's current facilities, has provided a much-needed injection of funds to address many of the more critical issues. Year Three of this funding addressed base infrastructure such as water and sewer pipes, along with road and parking upgrades. Funding was also used for extensive planning and value engineering for the development at the Canada Aviation Museum. Payment for the settlement of a property tax dispute resulted in a year-over-year increase of $857,000 this year. When Building 91 at the CAgM was condemned due to structural problems, it affected program delivery, but helped in containing overall costs. Infrastructure risks have been prioritized, reducing the gap between funding and requirements for completing the five-year plan.

Operating pressures created by annual inflation, for which the Corporation is not funded, are still being reviewed. A long-term solution is required to fund increases in taxes and utilities, as these continue to erode funds available for other activities in the Corporation's mandate. The building portfolio of the Corporation includes two Crown-owned properties: a 42-year old repurposed bakery distribution centre in an industrial park, which was converted in 1967 for temporary use as the Canada Science and Technology

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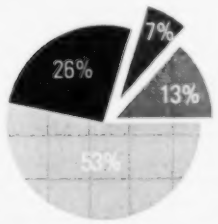
Cost of Operations



- Personnel
- Accommodations
- Depreciation
- Operations

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Museum; and the purpose-built Canada Aviation Museum at the Rockcliffe Airport. The Canada Aviation Museum's main building, now 21 years old, serves mainly as a public display and interpretive facility, and houses some administrative services. Its collection is accommodated in a new storage hangar that is accessible to the public.

The Canada Agriculture Museum operates from leased buildings on Ottawa's Central Experimental Farm, which is owned by Agriculture and Agri-Food Canada. These heritage buildings provide an excellent backdrop for a display of agricultural technology. A new collaborative agreement is being developed for this site, recognizing its positive impact on the operations of both organizations.

Over 98% of the collection associated with the Canada Science and Technology Museum and the Canada Agriculture Museum is stored in three leased industrial warehouses, as it cannot be accommodated in current public display spaces. These three overcrowded facilities, which lack environmental controls, make up the balance of the facility management portfolio.

Excellent progress has been made, and continues to be made, at both the Canada Aviation Museum and Canada Agriculture Museum sites in the implementation of a sustainable long-term plan. The Corporation will still need considerable assistance, however, in resolving issues related to collection accommodation and the public face of the Canada Science and Technology Museum.

Summary

The Corporation is building momentum with the rejuvenation of its sites. There has been a marked difference at the Canada Aviation Museum, which is already translating into increased visibility and revenue. The Canada Agriculture Museum is well positioned as well, and continues to expand its popularity with the enhancement of its facilities. Excitement is also growing among the Agriculture Museum's staff and visitors as the Corporation continues to plan for the Museum's year-round operation. Activity addressing longstanding accommodation issues at each site has been a welcome change for the organization.

There was considerable progress in the Corporation's three main activities. Accommodations have been improved through an injection of infrastructure funding. The Corporation's Collection Development Strategy has advanced according to plan, and a special effort has been made in the area of collection assessments, which has helped in organizing the Collection. Additional resources are required in documenting, translating and digitizing artifacts to make more of them available to the public. Information-sharing has been enhanced through improvements to CSTMC websites, with travelling exhibitions and new educational packages receiving high accolades from the user community.

Improving the financial situation has been, and will continue to be, a primary focus for the Corporation. Rising facility costs and the identification of a permanent solution for operating costs of the Canada Aviation Museum Storage Hangar remain unresolved. A suitable solution to financial pressures will be required in order to stabilize program delivery, which is directly related to the Corporation's ability to meet those parts of its mandate related to sharing its knowledge and collections with all Canadians. The Corporation is well positioned, however, with a world-class Collection and exceptional personnel who, year after year, have delivered quality programs with very restricted resources.

Within a knowledge-based economy, the importance of science and innovation cannot be underestimated. The Corporation will continue to make a contribution to Canadian society by sharing this knowledge, which helps Canadians of all ages, and from all walks of life, to discover the past, understand the present, and be inspired for the future. Harnessing the momentum created by previous management, the recent change in senior management should provide a different perspective on delivering the CSTMC's mandate.

Financial Statements

Management's Responsibility for Financial Statements

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in the annual report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information that assets are safeguarded and controlled, and that transactions are in accordance with the *Financial Administration Act* and regulations, as well as the *Museums Act* and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which these groups are performing their responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Audit and Finance Committee has reviewed the financial statements with the external auditor and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

The Corporation's external auditor, the Auditor General of Canada, audits the financial statements and reports to the Minister responsible for the Corporation.

Denise Amyot
President and Chief Executive Officer

Fernand Proulx
Chief Operating Officer

May 22, 2009

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the National Museum of Science and Technology as at March 31, 2009 and the statements of changes in shareholder's equity, operations and comprehensive income and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Corporation.

Mark G. Watters, CA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
May 22, 2009

BALANCE SHEET

as at March 31 (in thousands of dollars)	2009	2008 (Restated Note 4)
ASSETS		
Current		
Cash and cash equivalents (Note 5)	$12,814	$12,098
Accounts receivable		
Government departments	1,827	396
Trade	176	81
Inventories	408	425
Prepaid expenses	147	146
	15,372	13,146
Restricted cash (Note 6)	321	422
Collection (Note 7)	1	1
Property and equipment (Note 8)	54,807	52,954
Intangible assets (Note 9)	147	147
	$70,648	$66,670
LIABILITIES AND SHAREHOLDER'S EQUITY		
Current		
Accounts payable and accrued liabilities		
Government departments	$918	$1,141
Accrued salaries and other	3,237	4,052
Current portion of employee future benefits (Note 10)	582	497
Deferred revenues and parliamentary appropriations (Note 11)	502	706
	5,239	6,396
Employee future benefits (Note 10)	1,985	2,035
Long-term advance (Note 12)	4,408	575
Deferred capital funding (Note 13)	49,006	46,636
	60,638	55,642
SHAREHOLDER'S EQUITY		
Contributed surplus	10,102	10,102
Retained earnings (deficit)	(413)	504
Accumulated other comprehensive income	321	422
Retained earnings (deficit) and accumulated other comprehensive income	(92)	926
	10,010	11,028
	$70,648	$66,670

Commitments and contingencies (Notes 19 and 21)
The accompanying notes and schedule form an integral part of these financial statements

Approved by the Board of Trustees

James S. Paul
Chairman

Neil Russon
Chairman, Audit and Finance Committee

STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY

for the year ended March 31 (in thousands of dollars)	**2009**	**2008** (Restated Note 4)
CONTRIBUTED SURPLUS		
Contributed surplus, beginning of year	$10,102	$10,102
Contributed surplus for the year	-	-
Contributed surplus, end of year	10,102	10,102
RETAINED EARNINGS		
Retained earnings, beginning of year	504	162
Net earnings (loss) for the year	(917)	342
Retained earnings (deficit), end of year	(413)	504
ACCUMULATED OTHER COMPREHENSIVE INCOME		
Accumulated other comprehensive income, beginning of year	422	429
Other comprehensive loss for the year	(101)	(7)
Accumulated other comprehensive income, end of year	321	422
	(92)	926
SHAREHOLDER'S EQUITY AT THE END OF THE YEAR	$10,010	$11,028

The accompanying notes and schedule form an integral part of these financial statements

STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

for the year ended March 31 (in thousands of dollars)	**2009**	**2008** (Restated Note 4)
REVENUES		
Admission		
Science and Technology	$1,136	$1,008
Aviation	311	403
Agriculture	409	426
Commercial operations	954	971
Corporate development	739	598
Interest	382	359
Other	900	926
Total revenues	4,831	4,691
EXPENSES (Schedule)		
Heritage preservation	5,032	4,649
Sharing knowledge	12,103	11,596
Support activities	6,221	6,313
Accommodation	9,257	8,347
Amortization of property and equipment	2,528	2,441
Total expenses	35,141	33,346
Excess of expenses over revenues	(30,310)	(28,655)
Parliamentary appropriations (Note 14)	29,393	28,997
Net earnings (loss) for the year	(917)	342
OTHER COMPREHENSIVE INCOME		
Restricted contributions received during the year	105	96
Contributions spent during the year	(206)	(103)
Other comprehensive loss for the year	(101)	(7)
Comprehensive income (loss) for the year	$(1,018)	$335

The accompanying notes and schedule form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

for the year ended March 31 (in thousands of dollars)	2009	2008
Cash flows from/(used in) operations		
Cash received (clients)	$4,097	$4,311
Parliamentary appropriations received	25,277	31,979
Cash paid (employees and suppliers)	(33,600)	(30,461)
Interest received	384	349
Total cash flows from/(used in) operating activities	(3,842)	6,178
Cash flows used in investing activities		
Acquisition of property and equipment	(4,379)	(1,509)
Increase in restricted cash	101	7
Total cash flows used in investing activities	(4,278)	(1,502)
Cash flows from financing activities		
Appropriations received for the acquisition of property and equipment	4,898	4,920
Cash received for restricted contributions	105	96
Increase in long-term advance	3,833	575
Total cash flows from financing activities	8,836	5,591
Increase in cash and cash equivalents	716	10,267
Cash and cash equivalents, beginning of the year	12,098	1,831
Cash and cash equivalents, end of the year	$12,814	$12,098
Consist of:		
Cash	$4,804	$2,362
Cash equivalents	8,010	9,736
	$12,814	$12,098

The accompanying notes and schedule form an integral part of these financial statements.

Notes To Financial Statements

March 31, 2009

1. Authority, Mandate and Operations

The National Museum of Science and Technology was established by the *Museums Act* on July 1, 1990, and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* and is not subject to income taxes under the provisions of the *Income Tax Act*.

The mandate of the Corporation, as stated in the *Museums Act*, is to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technical objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.

The Corporation operates as the Canada Science and Technology Museum Corporation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum. The Corporation's operations are organized by functionality as follows:

Heritage Preservation
This includes documentation, cataloguing, conservation, historical research, the library and related services.

Sharing Knowledge
This includes the development and maintenance of exhibitions, interpretive and educational activities, communication and promotion, Web activities, and other services to visitors.

Support Activities
This includes services such as human resources, finance and facilities management, corporate development and commercial operations, all of which are provided centrally.

Accommodation
This includes operating and maintenance expenses for all owned and leased facilities, including security services.

2. Adoption of New Accounting Sections

The Canadian Institute of Chartered Accountants (CICA) issued the following new accounting standards, which were effective for the Corporation's first quarter of fiscal 2008–2009: Section 1535, Capital Disclosures; Section 3862, Financial Instruments — Disclosures; Section 3863, Financial Instruments — Presentation; and, Section 3031, Inventories.

Effective April 1, 2008, the Corporation adopted Section 1535, Capital Disclosures. This section establishes standards for disclosing information that enables users of financial statements to evaluate the entity's objectives, policies and processes for managing capital. The new requirements are for disclosure only and did not affect the financial results of the Corporation. The Corporation has provided this disclosure in Note 18.

Sections 3862 and 3863 replace Section 3861, Financial Instruments — Disclosure and Presentation. The new disclosure standards increase emphasis on the risks associated with both recognized and unrecognized financial instruments and how those risks are managed. The new presentation standards carry forward the former presentation requirements, and are enhanced to complement the changes in accounting policy adopted in accordance with Section 3855, Financial Instruments — Recognition and Measurement during 2007–2008. The Corporation has provided this disclosure in Note 17.

Section 3031 replaces Section 3030, Inventories. The new standard gives specific guidance for measurement of inventories and information to be disclosed. The standard went into effect April 1, 2008 and did not affect the Corporation's financial statements.

3. Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are:

(a) Cash Equivalents
The Corporation's investments are highly liquid and have a term to maturity of less than 90 days in Schedule "A" banks, government-backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (CBRS).

(b) Inventories
Inventories are valued at the lower of cost and net realizable value. Inventory cost is determined by using the average weighted cost method.

(c) Collection
The Collection constitutes the major portion of the Corporation's assets, but is shown at a nominal value of $1,000 on the balance sheet because of the practical difficulties in reflecting it at a meaningful value.

Items purchased for the Collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value.

(d) Property and Equipment
Property and equipment are recorded as follows: acquired property and equipment owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under control of the Corporation are recorded at their estimated historical cost, less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred capital funding, and the estimated historical cost of the land has been credited to the contributed surplus. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to the contributed surplus. Improvements that extend the useful life or service potential of buildings are recorded at cost. Building improvements

are amortized over the lesser of the remaining useful life of the building or the estimated useful life of the improvements.

Amortization is calculated on a straight-line basis over estimated useful life, using a half-year rule in the year of acquisition, as follows:

Buildings	10 to 40 years
Building improvements	10 to 25 years
Office furniture	5 to 10 years
Equipment	5 to 12 years

Amounts included in uncompleted capital projects are transferred to the appropriate property and equipment classification upon completion, and are amortized accordingly.

(e) Employee Future Benefits

i) Pension benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. The Corporation's contributions are expensed during the year in which the services are rendered and represent its total pension obligation. The Corporation is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent an obligation of the Corporation that entails settlement by future payment.

(f) Revenue Recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation. Parliamentary appropriations received for specific projects are recorded as deferred revenues and parliamentary appropriations, and are recognized in the year in which the related expenditures are incurred. The portion of the parliamentary appropriation intended to be used to purchase depreciable property and equipment is recorded as deferred capital funding, and is amortized on the same basis, and over the same periods, as the related property and equipment. The remaining portion of the appropriation is recorded in the statement of operations and comprehensive income in the year for which it is approved.

ii) Corporate development

Contributions by non-owners received for specific purposes are recorded as "Other Comprehensive Income" and are recognized as revenue in the year in which the related expenses are incurred and requirements are met. Contributions by non-owners without restrictions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated, and collection is reasonably assured. Sponsorship revenues are deferred and recognized as revenue in the year in which the related expenses are incurred. Contributions and sponsorships in kind are recorded at their estimated fair market value when they are received. Volunteers contribute a significant number of hours per year. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements. Membership revenues for which services have not been rendered are deferred and accounted for as services are provided. Deferred sponsorship and membership revenues are recorded as deferred revenues.

iii) Admission, commercial operations and other revenues

Revenues from admission, commercial operations and other revenues are recognized in the year in which the goods or services are provided by the Corporation. Funds received for future services are deferred.

iv) Interest revenues

Interest revenues are recognized in the period in which they are earned using the effective interest rate method.

(g) Financial Instruments

The Corporation financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Category	Measurement
Assets		
Cash	Held-for-trading	Fair value
Cash equivalents	Held-to-maturity	Amortized cost
Accounts receivable	Loans/Receivables	Amortized cost
Restricted cash	Held-to-maturity	Amortized cost
Liabilities		
Accounts payable & accrued liabilities	Other financial liabilities	Amortized cost

(h) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year. Accrued liabilities, employee future benefits and estimated useful lives of property and equipment are the most significant items for which estimates are used. Actual results could differ significantly from those estimates.

(i) Future Accounting Changes

i) International Financial Reporting Standards ("IFRS")

In February 2008, the CICA announced that GAAP for publicly accountable enterprises will be replaced by International Financial Reporting Standards (IFRS) for fiscal years beginning on or after January 1, 2011. The Corporation will be required to begin reporting under IFRS for the fiscal year ending March 31, 2012 and will be required to prepare an opening balance sheet and provide information that conforms to IFRS for comparative periods presented.

The Corporation has initiated an IFRS transition project and will continue to assess the impact of adopting IFRS.

ii) Goodwill and intangible assets

Effective April 1, 2009, the Corporation will adopt the CICA Handbook Section 3064, Goodwill and Intangible Assets. This section replaces existing Section 3062, Goodwill and Other Intangible Assets, and Section 3450, Research and Development Costs. This section establishes new standards for the recognition and measurement of Intangible Assets. The Corporation does not anticipate that this standard will have a material impact to the financial results of the Corporation.

4. Prior Period Adjustment

In the current year, the Corporation was informed by Public Works and Government Services Canada (PWGSC) that contributions should have been made to the pension fund for employees eligible for the Retirement Compensation Arrangements (RCA). The RCA regulations and the requirement to contribute came into effect in 1994. The Corporation, having never been challenged for non-payment, believed the RCA contribution was optional for Crown Corporations. The corporation has accounted for the estimated shortfall in RCA Contributions.

This prior year adjustment has increased the Accounts payable and accrued liabilities — Government departments and decreased retained earnings by $879,000. This prior-year adjustment was applied retroactively, and prior periods presented in comparison in the financial statements have been restated. Consequently, the financial statements for the year ended March 31, 2008 have been restated as outlined in the table below.

5. Cash and Cash Equivalents

The overall portfolio yield as at March 31, 2009 was 1.60% (2008 – 3.70%) and the average term to maturity is eight days (2008 – 28 days).

The fair value of the cash equivalents is approximately $8,010,000 and consists of a single commercial paper. Accrued interest of $10,174 is recorded in accounts receivable.

6. Restricted Cash

This represents the unspent amount of donations received from individuals and corporations for specific purposes. A corresponding amount is included in Accumulated other comprehensive income. Restricted cash is managed in accordance with the donors' wishes and the by-laws of the Corporation.

7. Collection

Part of the mandate of the Corporation is "to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects . . ." This Collection is the main asset of the Corporation and is divided into the following areas:

Aviation: aircraft and related materials

Communications: graphic arts, film, photography and related systems, broadcasting, sound recording and reproduction, electronic communications and electronic music

Industrial technology: generic industrial processes, engineering, industrial design, construction, domestic appliances, tools and systems

Natural resources: energy production, processing and infrastructure, mining and extraction technology

Renewable resources: agriculture, forestry and fishery technologies, including harvesting and primary processing

Physical sciences and medicine: instruments, tools and systems with direct application to mathematics, chemistry, physics, as well as astronomy, astrophysics, medicine, meteorology, surveying and mapping, and information technology

Transportation: motorized and non-motorized wheel, track and trackless vehicles, motorized and non-motorized marine transportation, as well as the supporting infrastructure of technologies, tools and instruments

(in thousands of dollars)	2008 Restated	2008 As previously stated
Balance Sheet		
Accounts payable and accrued liabilities — Government departments	$1,141	$262
Retained earnings	504	1,383
Retained earnings and accumulated other comprehensive income	926	1,805
Statement of changes in shareholder's equity		
Retained earnings, beginning of year	162	996
Net results for the year	342	387
Retained earnings, end of year	504	1,383
Statement of operations and comprehensive income		
Support activities	6,313	6,268
Net earnings for the year	342	387
Comprehensive income for the year	335	380
Notes to financial statements		
Corporation's Contributions (Note 10)	1,675	1,630
Personnel costs (Schedule of expenses)	$17,963	$17,918

8. Property and Equipment

(in thousands of dollars)

	Cost	Accumulated amortization	2009 Net book value	2008 Net book value
Land	$10,102	-	$10,102	$10,102
Buildings	55,047	$ 21,220	33,827	35,030
Building improvements	17,111	12,705	4,406	4,473
Office furniture	5,817	4,340	1,477	1,370
Equipment	6,190	4,946	1,244	1,222
Uncompleted capital projects	3,751	-	3,751	757
	$98,018	$43,211	$54,807	$52,954

Cost and accumulated amortization of property and equipment as at March 31, 2008 amounted to $94,018,000 and $41,064,000 respectively.

9. Intangible Assets

The Corporation has acquired an easement right from the Canadian Pacific Railway Limited in order to keep access to the rail line. The easement right is recorded at cost and is not amortized since it is determined to have an indefinite useful life. This intangible asset is tested for impairment annually, or more frequently if events or changes in circumstances indicate that the asset might be impaired.

10. Employee Future Benefits

a) Pension Benefits

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increases in the Consumer Price Index. The Corporation's and employees' contributions to the Public Service Pension Plan for the year were as follows:

(in thousands of dollars)	2009	2008 (Restated Note 4)
Corporation's Contributions	$1,686	$1,675
Employees' Contributions	805	745

b) Severance Benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

(in thousands of dollars)	2009	2008
Accrued benefit obligation, beginning of year	$2,532	$2,308
Cost for the year	324	272
Benefits paid during the year	(289)	(48)
Accrued benefit obligation, end of year	$2,567	$2,532
Short-term portion	$582	$497
Long-term portion	1,985	2,035
	$2,567	$2,532

11. Deferred Revenues And Parliamentary Appropriations

Deferred revenues represent amounts received in advance of services rendered. Deferred parliamentary appropriations represent approved parliamentary appropriations received for work not yet completed or received in advance. Information on the deferred revenues and parliamentary appropriations is as follows:

(in thousands of dollars)	2009	2008
Revenues from sponsorships	$108	$151
Revenues from programs and other	339	374
Unused appropriations received for specific purposes	55	181
	$502	$706

12. Long-Term Advance

The Corporation received funding from the Treasury Board Secretariat to construct educational facilities, retail space and an auditorium at the Canada Aviation Museum. The Corporation also received funding to establish a foundation for the Canada Science and Technology Museum Corporation.

(in thousands of dollars)	2009	2008
Funding for construction of revenue generating facilities	$4,083	$250
Funding to establish a Foundation	325	325
	$4,408	$575

The Corporation received the funding on the basis that it will have up to twenty five years to repay the funding for construction of revenue generating facilities and six years to repay the funding received to establish the Foundation. A repayment mechanism will be determined and the Corporation does not have to pay interest on this funding.

13. Deferred Capital Funding

Deferred capital funding represents the unamortized portion of parliamentary appropriations used, or to be used, to purchase depreciable property and equipment.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2009	2008
Balance at the beginning of the year	$46,636	$44,157
Appropriations used in the current year to purchase depreciable property and equipment	3,973	1,509
Appropriations received in the current year to acquire property and equipment in future years	925	3,411
Amortization	(2,528)	(2,441)
Balance at the end of the year	$49,006	$46,636

14. Parliamentary Appropriations

(in thousands of dollars)	2009	2008
Main Estimates amount provided for operating and capital expenditures	$27,195	$25,835
Supplementary estimates		
Capital and operating pressures	2,730	-
Capital Infrastructure	-	4,161
Hangar maintenance and operations	1,475	1,475
Severance adjustments and retroactive wage settlements	237	80
	31,637	31,551
Deferred appropriation used in current year for specific projects	126	101
Unused appropriations received for specific purposes	-	(176)
Appropriations received in the current year to acquire property and equipment in future years	(925)	(3,411)
Amounts used to purchase depreciable property and equipment	(3,973)	(1,509)
Amortization of deferred capital funding	2,528	2,441
Parliamentary Appropriations	$29,393	$28,997

15. Canada Science and Technology Museum Corporation Foundation

The Canada Science and Technology Museum Corporation Foundation (the "Foundation") was incorporated under the *Canada Corporations Act* on November 14, 2007 and has been a registered charitable non-profit organization under the *Income Tax Act* since April 1, 2008. This is a separate legal entity from the Canada Science and Technology Museum Corporation and all funds by the Foundation will be used for projects, as determined by the Foundation. The Foundation raises funds from patrons, corporations, associations and from the community. The Corporation recorded an account receivable in the amount of $86,000.

16. Rockliffe Flying Club

The Rockcliffe Flying Club (RFC) is a Transport Canada approved flight training school. The RFC operates the Rockcliffe Airport that is owned by the CSTMC and located on the grounds of the Canada Aviation Museum. The CSTMC provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the non commercial character of the transaction and the difficulty in determining the fair value of the services received or the services given, this transaction here is not recognized in these financial statements.

17. Financial Instruments

(a) Fair Value

The carrying amounts of the Corporation's cash and cash equivalents, accounts receivable, restricted cash, accounts payable and accrued liabilities approximate their fair values due to their short term to maturity.

(b) Financial Risk Management

The Corporation's use of financial instruments implies financial risk management. The Corporation has identified and assessed its exposure as follows:

(i) Credit risk

Credit risk is the risk of financial loss to the Corporation associated with a counterparts failure to fulfill its financial obligations and arises principally from the Corporation's investments in marketable securities and accounts receivable. The Corporation has determined that the risk is not significant.

a) **Investments in marketable securities**

The Corporation manages its exposure to credit risk arising from investments in marketable securities by limiting the investment to short-term bonds. Corporate bonds must have a minimum credit rating of A++ by CBRS. The Corporation does not have any investments in non-bank asset-backed commercial paper.

a) **Accounts receivable**

The Corporation is exposed to credit risk from customers in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments.

(ii) Market risk

Market risk is the risk that changes in market price, such as foreign exchange rates and interest rates will affect the Corporation's comprehensive income or the fair value of its holdings of financial instruments. The Corporation has determined that the risk is not significant.

a) **Foreign currency risk**

The Corporation is exposed to foreign currency risk on revenue, cash and cash equivalents and accounts payable principally denominated in U.S. dollars. At March 31, 2009, cash and cash equivalents, and current liabilities include US $88,259 (March 31, 2008 — US $153,347), and US $2,271 (March 31, 2008 — US $32,890) respectively, which are exposed to changes in the U.S.-Canadian dollar exchange rate. The approximate impact of a 10%

rise in the Canadian dollar compared to the U.S. dollar on these exposed balances at March 31, 2009 is a $9,869 decrease in net income. The approximate impact of a 10% decline is a $8,974 increase in net income.

b) Interest rate risk

The Corporation is exposed to interest rate risk on cash equivalents. The risk is not significant due to their short-term nature.

(iii) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 5) and capital (Note 18). The Corporation has determined that the risk is not significant.

18. Capital Management

In accordance with Section 1535, Capital Disclosures, of the CICA Handbook, the Corporation's capital is defined as including its contributed surplus, retained earnings and accumulated other comprehensive income. The Corporation's primary objective include maintaining sufficient capital for operations and protecting its ability to meet its ongoing obligations, including those related to restricted donations included in the Accumulated Other Comprehensive Income (AOCI). As at March 31, 2009, the Corporation's Shareholder's equity was $10,010,000 and the Corporation met its objective with regards to capital management.

19. Commitments

As at March 31, 2009, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of $8,496,000. The future minimum payments for the next five years are as follows:

(in thousands of dollars)	
2009–2010	$4,440
2010–2011	1,287
2011–2012	1,255
2012–2013	831
2013–2014	683
	$8,496

20. Related Party Transactions

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and Crown Corporations which are reflected in the Statement of Operations and Comprehensive Income and the Statement of Changes in Shareholder's Equity, totalled $5,281,458 (2008 – $3,938,184). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2009 were $266,227 (2008 — $375,119). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

21. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. A provision for these expenses has been recorded based on management's best estimates. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

SCHEDULE OF EXPENSES

for the year ended March 31

(in thousands of dollars)	2009	2008 (Restated Note 4)
Personnel costs	$18,483	$17,963
Amortization of property and equipment	2,528	2,441
Property taxes	2,324	1,467
Professional and special services	2,119	1,617
Leases of buildings	1,723	1,714
Utilities	1,226	1,182
Property management services	1,152	1,196
Repair and upkeep of buildings	820	879
Protection services	687	621
Material and supplies	662	789
Design and display	615	685
Advertising	426	276
Publications	411	514
Gift shops and product marketing	407	423
Repair and upkeep of equipment	288	311
Travel	284	253
Communications	246	251
Miscellaneous	238	202
Office supplies and equipment	160	164
Rentals of equipment	105	102
Freight, express and cartage	99	128
Books	73	65
Purchase of objects for the collection	65	103
Total expenses	$35,141	$33,346

Board of Trustees

The CSTMC is governed by a Board of Trustees representing all regions of the country. Appointed by the Governor-in-Council, the 11 members of the Board reflect the scope and diversity of the Corporation's scientific mandate. Two new members were appointed to the Board in 2008–2009: Frédéric Dugré of St-Augustin-de-Desmaures, Quebec and Amiee Chan of Vancouver, British Columbia.

Committee Structure

The Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting. The five Board Committees are:

Executive Committee (EC)
This Committee undertakes the duties of the Board between Board meetings. The Committee held four meetings during the year.

Audit and Finance Committee (AFC)
This Committee oversees the Corporation's financial and management controls, as well as its practices and information systems. The Committee held two meetings during the year.

Major Facilities Committee (MFC)
This Committee ensures that best practices are followed with regards to the Corporation's major building projects. The Committee held three meetings and one teleconference during the year.

Nominating and Governance Committee (NGC)
This Committee reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee also monitors, and periodically reviews, governance of the Corporation in light of best practices, and recommends appropriate changes, aimed at enhancing the effectiveness of its operations, to the Board. The Committee held three meetings and one teleconference during the year.

Corporate Development Committee (CDC)
This Committee provides advice on development and marketing matters. The Committee held three meetings during the year.

Name Region	Title	Board Committee(s)
James S. Paul, LLB Ontario	Founder and CEO, Impath Networks	Chair, EC*
Walter R. Parsons Ontario	Retired Senior Vice-President and General Manager, Neilson Dairy (Ottawa)	Vice-Chair, EC, MFC, NGC, CDC*
Karn Manhas British Columbia	President, Karyon Projects Corporation	MFC*, NGC
Amiee Chan British Columbia	President and CEO, Norsat International Inc.	
Frédéric Dugré Quebec	President and Chief Officer of Operations, H2O Innovation	
Robert Mantha Quebec	Professor and Dean, Faculty of Business Administration, Université Laval	EC, AFC*
Dr. Ian McIlreath Alberta	Technical Advisor, EnCana Corporation	AFC, NGC*
Eloise Opheim, O.C. Saskatchewan	Founder, Parents Resource Institute for Drug Education (PRIDE)	AFC, CDC, NGC
Neil Russon, CMA New Brunswick	Partner, Accreon Inc.	AFC
Jean Saint-Cyr Quebec	President and Founding Member of Design+Communication Inc.	MFC, CDC
Margaret Smith Nova Scotia	Former Director of Health Records, Highland View Regional Hospital	NGC
B. Anne Wright, CA Ontario	Chartered Accountant	MFC, CDC

* Committee Chair

Board of Trustees Activities

For the performance of their duties, Board Members are paid an annual retainer and per diem amounts for committee meetings, which are set by the Governor-in-Council.

The Chairperson receives an annual retainer of $8,400; the Vice-Chairperson $7,400, and Board members $4,200. In addition, all Board members receive an amount of $325 per day for Board-related activities.

ACTIVITIES FROM APRIL 1, 2008 TO MARCH 31, 2009

Board Members	Board Meetings Attended[1]	Committee Meetings Attended[2]					Retainers+Per Diem Range
		EC	A&FC	N&GC	MFC	CDC	
James Paul, Chair	4	2	3	2	1	2	$8,400–$20,000
Walter Parsons*, Vice-Chair	4	2		1	2	3	$7,400–$50,000
Frédéric Dugré**	3 of 3						$4,200–$10,000
Karn Manhas	3			1	2		$4,200–$10,000
Robert Mantha	4	2	3				$4,200–$10,000
Ian McIlreath	3		2		2		$4,200–$10,000
Eloise Opheim	4		3	2		3	$4,200–$10,000
Neil Russon***	4		2 of 2				$4,200–$10,000
Jean Saint-Cyr	4				3	3	$4,200–$10,000
Margaret E. Smith	4			2			$4,200–$10,000
Anne Wright	4				3	3	$4,200–$10,000

In addition to the meetings of the Board and Board Committee meetings, members participate in meetings with management and special activities for the Corporation.

1 Board: 3 meetings and 1 teleconference were held.

2 EC: Executive Committee — 2 meetings were held.
A&FC: Audit and Finance Committee — 3 meetings were held.
N&GC: Nominating and Governance Committee — 2 meetings were held.
MFC: Major Facilities Committee — 3 meetings were held.
CDC: Corporate Development Committee — 3 meetings were held.

* Mr. Parsons, as part of his Board responsibilities, chaired the CSTMC Foundation.
Mr. Parsons also led the search and chaired the Search Committee whose purpose was the selection of the new President/CEO. Other Board members who participated include Ian McIlreath, Jean Saint-Cyr, Anne Wright and James Paul.

** Frédéric Dugré was appointed April 11, 2008.

*** Mr. Russon was appointed to the Audit and Finance Committee on April 25, 2008.

Supporters

Donors

The Corporation would like to thank the following individuals, corporations, organizations and foundations for donating between $200 and $999 during 2008–2009.

Canada Agriculture Museum
Larry Ashley
Gail Beck
Yannick Brazeau
Cornelia Duck
Michelle Dondo-Tardiff
Brett Fripp
Costanzo Gabriele
Jacquelin Holzman
Robert Lavallée
MacEwen Foundation
Paul Martin
Eloise Opheim
Ottawa Federation of Agricuture
Fernand Proulx
Jean Saint-Cyr
David Sutin
Ron Vexler

Canada Aviation Museum
David Adamson
William Bain
Christopher Baukham
Gail Beck
Maurice James Bent
Kenneth Castle
Charles Colwell
John Darling
426 Thunderbird Squadron Association, Eastern Ontario Region
David Fraser
John Garrioch
John Higham
Charles Kadin
Robert Lavallée
Bill McRae
Robert Merrick
L.P. Parker
Stuart Poulin
Fernand Proulx
Richard Rinn
Thomas Ritchie
Barton Robinson
E.H. Salkeld
Keith Scott
Richard Scott
Marc Servant
George Skinner
Anthony Smyth
Denis St-Pierre
Tim Timmins
J.R. Wiseman
Colin Wrong

Canada Science and Technology Museum
Gail Beck
Robert Burnet
Robert Hobbs
Robert Lavallée
Paul Lewthwaite
Fernand Proulx
Allen Taylor
Bryan Tomowich
Stacy Wakeford

Major Gifts

The following individuals, associations and foundations have given over $1,000 in cumulative financial gifts over the years.

Canada Agriculture Museum
Yannick Brazeau
Burnbrae Farms
Canadian Dairy Commission
Neilson Dairy
Michelle Dondo-Tardiff
Bonnie Fraser
Costanzo Gabriele
Robert Lavallée
Paul Martin
Pioneer Hi-Bred Limited
D.R. Richeson
David Sutin
Christopher J. Terry
Ann Thompson
George Weston Ltd.

Canada Aviation Museum
David Adamson
Ernst Anderson
Jean-Paul Asselin
Valorie Austin
William Bain
Dennis Bar Berree
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Nelson Smith
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